

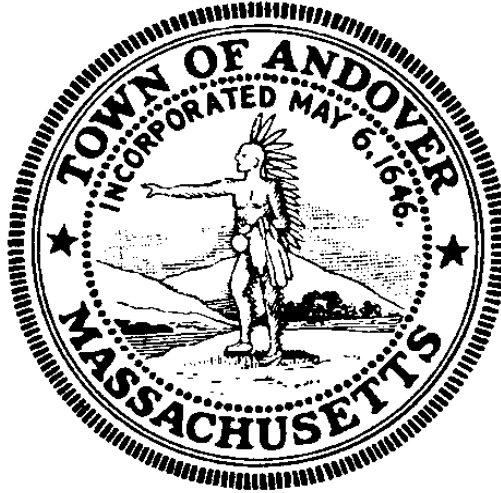
# TOWN OF ANDOVER



*Rendering of the new West Elementary/Shawsheen Preschool*

## **TOWN MANAGER'S RECOMMENDED CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027**

**TOWN OF ANDOVER**  
**TOWN MANAGER'S RECOMMENDED**  
**CAPITAL IMPROVEMENT PROGRAM**  
**FY2023 – FY2027**



**Andrew P. Flanagan**  
**Town Manager**

**November 9, 2021**



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# TOWN OF ANDOVER

## MISSION & VALUES STATEMENT

*Developed by the  
Select Board, Town Manager, and Town Department Heads  
Adopted by the Select Board on October 6, 2003*

The mission of the Town of Andover is to ensure the safety, education, and well-being of the community; to be a leader in the delivery of efficient and effective quality services that respond to community needs; to promote the continuous improvement of staff skills and performance; to encourage an environment of trust; to respect cultural and economic diversity; and to preserve the historic character of the community.

The Select Board, as the chief policy makers for the Town of Andover, Massachusetts, will provide leadership in advancing the following primary and supporting values:

### **VALUE 1 – ENSURE THE SAFETY, EDUCATION, AND WELL-BEING OF THE COMMUNITY**

- 1.1 Protect the safety of persons and property
- 1.2 Maintain the high quality of education for all
- 1.3 Maintain the Town's infrastructure
- 1.4 Promote public health programs and awareness
- 1.5 Manage the impact of non-municipal public utilities
- 1.6 Support human/community services
- 1.7 Ensure compliance with regulatory requirements
- 1.8 Identify and promote economic opportunities

### **VALUE 2 – BE A LEADER IN THE DELIVERY OF EFFICIENT AND EFFECTIVE QUALITY SERVICES THAT RESPOND TO COMMUNITY NEEDS**

- 2.1 Deliver innovative municipal services
- 2.2 Encourage cost saving initiatives
- 2.3 Assess and prioritize community needs
- 2.4 Maintain the Town's "Aaa" bond rating

### **VALUE 3 – PROMOTE THE CONTINUOUS IMPROVEMENT OF STAFF SKILLS AND PERFORMANCE**

- 3.1 Recruit, develop, and retain a highly skilled workforce
- 3.2 Promote and recognize municipal professionalism

- 3.3 Measure, evaluate, and improve performance

### **VALUE 4 – ENCOURAGE AN ENVIRONMENT OF TRUST AND HONESTY**

- 4.1 Uphold high ethical standards
- 4.2 Value teamwork and cooperation
- 4.3 Promote open communication with the public
- 4.4 Solicit citizen participation
- 4.5 Recognize the outstanding contributions of citizens

### **VALUE 5 – RESPECT CULTURAL AND ECONOMIC DIVERSITY**

- 5.1 Promote diversity in the workforce and community
- 5.2 Provide services that are accessible, fair, and equitable
- 5.3 Support housing alternatives

### **VALUE 6 – PRESERVE THE HISTORIC CHARACTER OF THE COMMUNITY**

- 6.1 Celebrate Andover's unique heritage
- 6.2 Protect and acquire open space



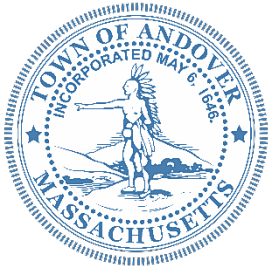
## Fiscal Year 2023 Budget and Town Meeting Planning Calendar

PLANNED DATE	TASK, ACTION, DEADLINE	PRIMARY RESPONSIBILITY
July 12, 2021	Issue FY2023-FY2027 Capital Improvement Plan request forms	Finance Director
September 10, 2021	Dept. CIP requests due to Budget & Finance	Department Heads, School Supt
October 7, 2021	Staff review of Departmental CIP requests	Town Manager, Dept. Heads, School Supt.
October 26, 2021	2022 ATM Warrant opens	Select Board
November 4, 2021	Advertise CIP Public Hearing	TM's Executive Assistant
November 9, 2021	Town Manager's Recommended FY23-FY27 CIP released	Town Manager, Asst TM, Finance Director
November 15, 2021	Issue FY2023 Operating Budget Request Forms & Instructions	Town Manager, Finance Director
November 15, 2021	Select Board vote on Senior Tax Exemption Percentage	Select Board/Chief Assessor
November 15, 2021	Tax Classification Public Hearing / CIP Public Hearing	Select Board/Chief Assessor
December 6, 2021	Tax Classification vote	Select Board/Chief Assessor
December 8, 2021	Tri-Board Meeting: CIP Review, POB/West Elementary Borrowing	SB, Fin. Comm. & Sch. Comm.
December 13, 2021	Select Board vote to accept FY23 CIP	Select Board
December 30, 2021	FY2023 Operating Budget Requests submitted to Town Manager	Department Heads
January 7, 2022	Town sponsored warrant articles submitted to Town Manager	Department Heads, School Supt., Boards
January 21, 2022	Town Meeting Warrant closes	Select Board
February 4, 2022	Town Manager's FY23 Recommended Budget released	Town Manager, Finance Director
February 7, 2022	Warrant Article Review & Votes Begin	Select Board
March 5, 2022	Department Operating Budget presentations (joint mtg.)	Department Heads
March 9, 2022	School FY23 Operating Budget presentation (tri-board)	School Superintendent & School Committee
March 14, 2022	Budget & Warrant Article Votes	Select Board, Finance Committee
March 21, 2022	Budget & Warrant Article Votes	Select Board, Finance Committee
March 22, 2021	Annual Town Election	Town Clerk
March 30, 2022	Final Budget votes due to Fin Com for Town Meeting Report	Select Board, Finance Committee
March 30, 2022	Final Votes on Water & Sewer Budgets & Rates	Water & Sewer Commissioners
March 31, 2022	Chair Letters to the Finance Committee	Select Board, School Committee
April 6, 2022	Fin Com Report for Town Meeting sent to printer	Finance Committee
April 20, 2022	Fin Com Report mailed to residents	Printer
April 20, 2022	Town Meeting Preparation (speaking assignments, coordination, etc)	All
April 22, 2022	Annual Town Report Released	Town Manager
April 28, 2022	Moderator's Preparation Meeting	All
May 2, 2022	First night of the 2022 Annual Town Meeting	All

# SECTION 1



## TOWN MANAGER'S CIP TRANSMITTAL LETTER



# TOWN OF ANDOVER

TOWN MANAGER'S OFFICE  
36 BARTLET STREET  
ANDOVER, MA 01810  
(978) 623-8200  
[WWW.ANDOVERMA.GOV](http://WWW.ANDOVERMA.GOV)

Andrew P. Flanagan  
Town Manager

November 9, 2021

Christian C. Huntress, Chairman  
Members of the Select Board  
Town Offices  
36 Bartlet Street  
Andover, MA 01810

Dear Chairman Huntress and Members of the Board:

I am pleased to present the Town Manager's Recommended Capital Improvement Program (CIP) for FY 2023 – FY 2027. This is Andover's thirty first annual CIP. The CIP Bylaw requires that the Town Manager present the Select Board with the Town's capital needs for the next five years as the first step in the annual budget development process.

The CIP has served as the primary mechanism by which the Town makes strategic investments in facilities, equipment and technology. These investments have served the community well as we have managed the Town's response to COVID-19 over the past eighteen months. We implemented modifications to all our facilities to effectively meet the expectations for service delivery. Similarly, our needs and the corresponding public demands on technology and communication devices have never been greater. As we move past COVID-19, the importance of the CIP and the ongoing commitment to appropriately invest in public facilities and equipment has never been clearer.

This year's CIP is intended to represent a straightforward approach to capital planning and provides both the Town and the Schools with the opportunity to reset as we collectively look ahead and identify our major capital needs. This year's plan will continue a multi-year effort to improve the quality and condition of our public spaces, including improvements to Town and school buildings, recreational areas and sidewalks. The recommended funding for technology will provide us with the ability to maintain continuity of operations for both Town and schools and aims to set a benchmark for the future funding of our capital technology needs.

We continue to align budgetary decisions, including recommendations contained within the CIP, with the Town Manager and Select Board's Strategic Goals & Objectives. The CIP provides us with the resources necessary to make meaningful progress towards the adopted goals that are reflective of residents' priorities and expectations around service delivery. The table below illustrates the alignment of the goals and the recommendations included in this document:

Goal/Objective	Deliverable	Recommendation in CIP	Source
<b>Long Range Financial Planning</b>	Increase public participation in the budget process	Fund Participatory Budgeting Program	General Fund Revenue
<b>Capital Improvements</b>	Implement Gas Disaster Recovery Plan	Ongoing improvements to roads, sidewalks, parking areas and water infrastructure	General Fund Borrowing. W/S Enterprise Funds
<b>Capital Improvements</b>	Implement Sidewalk Program	Continuation of Sidewalk Program	General Fund Borrowing
<b>River &amp; Open Space Access</b>	Enhance recreational opportunities by increasing access to our waterfronts and open space	Conservation Land Management, Reivew of Wetlands Protection Bylaw	General Fund Revenue
<b>Energy &amp; Sustainability</b>	Begin work on development of a Climate & Sustainability Action Plan	Fund second phase of Sustainability Action Plan	General Fund Revenue

The Town Manager's Recommended CIP for FY 2023 totals \$17,801,119. The revenue sources shown below indicate how the program will be fiscally supported.

The details of the recommended projects, as well as the individual items in the Capital Projects Fund are shown on the following pages.

As in every past CIP, the departmental requests far exceeded the resources available. However, through a collaborative process, the CIP was crafted in a manner consistent with the established tax rate target and it begins the budget process for FY 2023 in a fiscally responsible manner.

FY 2023 Capital Improvement Program	
General Fund Revenue	\$2,756,500
General Fund Borrowing	\$5,250,000
Use of Free Cash	\$1,870,340
General Fund Exempt Borrowing	TBD
Special Dedicated Funds	\$1,364,279
Water and Sewer Enterprise Funds	\$6,560,000
<b>Total Recommendation</b>	<b>\$17,801,119</b>

### Establishing a "Target"

Standard and Poor's continues to affirm Andover's credit worthiness and the Town's "AAA" General Obligation bond rating, the highest rating assigned to municipalities. In fact, the most recent report gives Andover a "strong or very strong" rating on each of the seven assessment factors: economy, budget flexibility, budgetary performance, liquidity, management conditions, debt and contingent liability profile and institutional framework.

Prior Non-Exempt Debt Service + New Non-Exempt Debt Service + General Fund Revenue = Total Non-Exempt Plan
--

Consistent with the Town's legacy of prudent financial planning and commitment to fiscal stability, we have continued to make a major commitment in developing a CIP that establishes predictability and consistency in the capital planning process. Departments, Senior Management and Town staff have been challenged to carefully plan future year requests. The key to successful capital planning is aligning projects with departmental priorities and scheduling major capital investments in a manner that responsibly integrates with the Town's debt schedule. Over the past year, I have presented a spending target that is both sustainable in the context of the limitations of Proposition 2 ½ and that ensures we are able to meet the long-term needs of our community. The non-exempt target remains at 5.72%. The FY 2023 CIP is 5.49% of budget and is slightly less than the identified annual target. This is the result of a coordinated effort to future capacity and provide long term assurances that we will be able to meet and fund our 5.72% target well into the future. The recommended FY 2022 CIP is balanced and supports investments in all functions of Town government within the context of our target. The framework of the target is as follows:

Consistent with every year's CIP, future years assume the use of Free Cash. While the plan will evolve as we move forward, below is a summary of anticipated expenditures, and the financing plan for the next five years:

<b>General Fund</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>
Prior Non-Exempt Debt	6,167,227	5,891,180	5,641,656	5,253,119	4,962,777
Capital Projects from Taxation	2,756,500	4,840,750	3,785,500	3,633,350	3,332,500
New Non-Exempt Debt Service		646,667	1,717,667	2,571,355	3,559,657
Non-Exempt Debt To Be Issued FY22/FY23	1,999,522	2,170,141	2,379,381	2,316,329	2,248,153
<b>Total Non-Exempt Tax Burden</b>	<b>10,923,249</b>	<b>13,548,738</b>	<b>13,524,204</b>	<b>13,774,153</b>	<b>14,103,087</b>
Pro Forma Adjusted Revenue Budget	199,045,384	206,179,836	213,012,548	219,253,968	226,790,184
Budget for Plan at 5.72%	5.72%	5.72%	5.72%	5.72%	5.72%
Plan as % of Adjusted Revenues	11,385,396	11,793,487	12,184,318	12,541,327	12,972,399
Variance from Budget	(462,147)	1,755,251	1,339,886	1,232,826	1,130,688

#### **Capital Project Fund (General Fund Revenue)**

The recommendation for the Capital Project Fund is \$2,756,500 from General Fund

Revenues. The recommendation for funding Town departments' requests is \$1,485,000 and \$1,271,500 for School Department requests. This split is consistent with the distribution of resources from the Capital Project Fund over the past several years.

Funding from General Fund Revenue includes funds for maintenance projects within our Town and school buildings, public works vehicles, our Participatory Budgeting Program, and the second phase of our climate and sustainability action plan.

## **Free Cash**

The Town's Certified Free Cash Balance for FY 2022 is \$9.36M. The CIP recommends that \$1,870,340 be appropriated from Free Cash to fund the Town & School technology program, police and fire apparatus replacement, and minor sidewalk repairs.

For the second year, I am recommending \$250,000 of Free Cash be dedicated to Minor Sidewalk Repairs, which will complement our Sidewalk Program. A total of \$1,270,340 is recommended for Information Technology including staff devices, student devices and platforms and infrastructure. This year's CIP represents an effort to identify a sustainable annual budget for capital investments in Town and School technology. The CIP is not able to accommodate significant fluctuations in technology capital expenditures on an annual basis but should be able to fund approx. \$1.2M in annual investments moving forward. While this target budget may be adjusted in the future, it will serve as the basis as we plan for future years.

I am also recommending that the annual investment in police vehicles be funded from Free Cash. Police vehicles have the shortest useful life out of all Town vehicles and therefore must be funded by General Fund Revenue or Free Cash. Using Free Cash as the recommended funding source has provided us with the flexibility to increase investments in facilities and provide the necessary resources to move forward with other Town priorities that are being recommended to be funded in Article 5 (General Fund Revenue).

This use of Free Cash is consistent with a multi-year plan to grow the balance available for appropriation and with the Department of Revenue (DOR) guidelines that Free Cash, as a nonrecurring revenue source, should be restricted to paying one-time expenditures, funding capital projects or replenishing reserves.

## **General Fund Borrowing**

General Fund Borrowing includes several projects totaling \$5,250,000 for FY 2023. The sum of \$1,650,000 is being recommended for major school projects which includes the replacement of the West Middle School kitchen floor, the renovation of the playground at Wood Hill/High Plain, paving of the rear driveway at Sanborn Elementary and design of an elevator and code upgrades at Doherty Middle. For major town projects, \$1,600,000 is being recommended for projects that include the restoration of the Memorial Hall Library cupola, site work for the parking lot design at the Ballardvale Fire Station, and improvements at the public safety center.

## **General Fund Exempt Borrowing**

At the Annual Town Meeting on June 5, 2021, and at the Special Town Election on June 15, 2021, voters approved a debt exclusion which will fund the construction of a new West Elementary/Shawsheen Preschool. The project is exempt from the limitations of Proposition 2 ½ and it is anticipated that debt service for the project will come online in FY 2023.

Looking ahead, the Select Board, Finance Committee and School Committee will need to discuss the future of Andover High School. The Town and School Committee have submitted a Statement of Interest to the Massachusetts School Building Authority and expect a decision on whether AHS has been accepted into the project by March of 2022. This project, with or without MSBA support, would require a debt exclusion. Additionally, I expect to engage the School Committee in a discuss about the need to address school improvement projects at buildings that are expected to be in service for the next several decades. The aggregated cost of these improvements warrants consideration of a debt exclusion to address district wide school improvements. There is a precedent for using a debt exclusion as an appropriate funding mechanism for major, districtwide improvements.

## **Special Dedicated Funds**

There is one project being recommended from Special Dedicated Funds. Chapter 90, Major Annual Road Maintenance, is recommended at \$1.36M.

## **Water and Sewer Enterprise Funds**

The Water and Sewer Enterprise Fund will support six recommended projects for FY 2023 totaling \$6,560,000. This year it is recommended that \$6,000,000 be appropriated for the continuation of the major water main replacement program. Additional requests include \$350,000 for Water and Sewer Vehicles, and \$210,000 for the Dale Street pumping station.

The requests for FY 2023 are consistent with the Five-Year Water & Sewer Rate Structure adopted by the Select Board in 2018. The model assumes an annual five percent increase in water rates for the next two fiscal years, which provides the Town with the resources to accelerate the overall water main replacement program by approximately 12 years and integrates the water main work with the road restoration efforts that are being funded by the settlement with Columbia Gas over the next four years. The model includes funding for extensive capital investments in both the water and sewer systems, including upgrades at the water treatment plant and increasing the funding for major water main replacement by \$2,000,000.

## **Conclusion**

I will present the CIP to the Select Board at the Public Hearing on November 15, 2021. A Tri-Board meeting will be held on Wednesday, December 8, 2021 to discuss the CIP and the

revenue and expenditure forecast and assumptions for FY 2023. The Select Board will discuss and consider formally adopting the CIP at its meeting on Monday, December 13, 2021. The CIP document is posted in its entirety on the Town's website at [www.andoverma.gov](http://www.andoverma.gov).

I would like to take this opportunity to thank Finance Director Donna M. Walsh, Assistant Town Manager Patrick J. Lawlor, Deputy Town Manager Michael A. Lindstrom, and Executive Assistant Kathryn L. Forina for all of their contributions supporting the production of this year's CIP. I would also like to thank the Department and Division Heads who thoughtfully prepared their requests, provided historical perspectives, and contributed to the refinement of the program. I also want to extend my appreciation to Superintendent Magda Parvey and her team for their participation in the capital budgeting process.

The recommendations presented in this CIP begin the public discussion of both fiscal and program priorities for FY 2023 and the subsequent four years. I look forward to reviewing these recommendations with the Select Board, School Committee, Finance Committee and our residents. My administration is committed to providing the information and resources necessary to fully inform the policy discussions that will take place in the coming months. Together, we will finalize a CIP reflective of those discussions and directed toward meeting the service expectations of Andover residents. The goal of our deliberations is to develop a CIP and Operating Budget that is well-reasoned, balanced and justified within the Town's available revenues.

Respectfully Submitted,



Andrew P. Flanagan  
Town Manager



# SECTION 2



## FY 2023 CIP RECOMMENDATIONS AND FUNDING SUMMARY

## RECOMMENDATIONS AND FUNDING SUMMARY

### FISCAL YEAR 2023 CAPITAL IMPROVEMENT PROGRAM (CIP) TOWN MANAGER'S RECOMMENDATIONS AND FUNDING SUMMARY

The Town's Department Heads submitted CIP requests totaling \$29,335,511 for FY2023. Those requests were thoroughly discussed and considered during a series of internal group and individual review sessions. Based on the results of those sessions and the projected availability of funds as of this date, the Town Manager recommends a total FY23 CIP of \$17,801,119 from the following funding sources:

General Fund Revenue:	\$ 2,756,500
Free Cash:	\$ 1,870,340
General Fund Non-Exempt Borrowing:	\$ 5,250,000
General Fund Exempt Borrowing	TBD
Special Dedicated Funds:	\$ 1,364,279
Water & Sewer Enterprise Funds:	<u>\$ 6,560,000</u>
<b>Town Manager's Total CIP Recommendation for FY23:</b>	<b><u>\$ 17,801,119</u></b>

#### **From General Fund Revenue:**

It is recommended that the following capital projects be funded with General Fund Revenue. This is the annual "pay-as-you-go" funding from FY2023 tax dollars which will be presented as the Capital Projects Fund appropriation article at the Annual Town Meeting:

TM-1	Participatory Capital Budgeting	\$30,000
CDP-7	Conservation Land Management	\$15,000
CDP-8	Review of Andover Wetlands Protection By-Law	\$20,000
SUS-1	Climate and Sustainability Action Plan	\$40,000
FIN-1	MUNIS Financial Software Improvements	\$15,000
FIN-2	Patriot Assessing Software Upgrade	\$30,000
DPW-7a	Public Works Vehicles - Small	\$150,000
DPW-28	Spring Grove Cemetery Improvements	\$20,000
FAC-1	Town Projects - Buildings	\$445,000
FAC-2	Town Projects – Mech. & Electrical	\$345,000
FAC-3	Town & School Security Projects	\$100,000
FAC-4	Town Vehicle Replacement	\$65,000
FAC-5	Town Park and Playground Improvements	\$120,000
FAC-7	Town & School Energy Initiatives	\$90,000
SCH-1	School Projects – All Schools	\$870,000
SCH-2	School Projects – By Building	<u>\$401,500</u>
<b>Total from General Fund Revenue</b>		<b>\$2,756,500</b>

#### **From Free Cash:**

It is recommended that the following projects be funded with Free Cash to save on long-term interest costs:

FR-1	Fire Apparatus Replacement	\$145,000
IT-1	Annual Staff Device Refresh	\$379,363
IT-2	Annual Student Device Refresh	\$436,477
IT-3	IT Platforms and Infrastructure	\$454,500

## RECOMMENDATIONS AND FUNDING SUMMARY

POL-1	Police Vehicle Replacement	\$205,000
DPW-2	Minor Sidewalk Repairs	<u>\$250,000</u>
<b>Total from Free Cash</b>		<b>\$1,870,340</b>

### **From General Fund Non-Exempt Borrowing:**

It is recommended that the following capital projects be funded through General Fund Borrowing:

FR-2	Multi-Band Portable Radios	\$200,000
DPW-4	Town Sidewalk Program	\$850,000
DPW-7b	Public Works Vehicles – Large	\$400,000
FAC-5	Town Parks & Playground Improvements	\$550,000
FAC-6	Major Town Projects	\$1,600,000
SCH-5	Major School Projects	<u>\$1,650,000</u>
<b>Total from General Fund Borrowing</b>		<b>\$5,250,000</b>

### **From General Fund Exempt Borrowing**

**TBD**

### **From Special Dedicated Funds:**

It is recommended that the following capital programs be funded through Special Dedicated Funds:

DPW-1	Annual Road Maintenance (Chapter 90)	<u>\$1,364,279</u>
<b>Total from Special Dedicated Funds</b>		<b>\$1,364,279</b>

### **From Water and Sewer Enterprise Funds:**

It is recommended that the following capital projects be funded through Water and Sewer Enterprise Funds:

DPW-12	Water & Sewer Vehicles (WER)	\$350,000
DPW-14	Water Main Replacement Projects (WEB)	\$6,000,000
DPW-34	Dale Street Pumping Station (SEB)	<u>\$210,000</u>
<b>Total from Water &amp; Sewer Enterprise Funds</b>		<b><u>\$6,560,000</u></b>

**CIP Total for FY23**

**\$17,801,119**

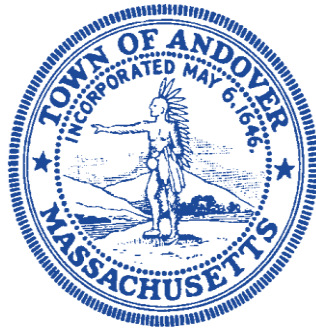
# RECOMMENDATIONS AND FUNDING SUMMARY

Rest. #	Request Title	Dept. Rqst. FY2023	TM's Rec. FY2023	TM's Plan FY2024	TM's Plan FY2025	TM's Plan FY2026	TM's Plan FY2027	Town Manager's Comments
<b>General Fund Revenue (Capital Projects Fund)</b>								
TM-1	Participatory Capital Budgeting	\$50,000	\$30,000	\$75,000	\$75,000	\$100,000	\$100,000	Supports Funding \$30,000 for FY23
CDP-1	Active Transportation Master Plan	\$50,000	\$0					Does Not Support Funding for FY23
CDP-2	Reservation Signage	\$16,135	\$0					Does Not Support Funding for FY23
CDP-4	Main Street Public Amenity Space			\$200,000				Placeholder for Future Need
CDP-5	Bowling Green Feasibility Study				\$20,000	TBD		Placeholder for Future Need
CDP-6	Adaptive Re-Use of Old Town Hall	\$30,000	\$0					Does Not Support Funding for FY23
CDP-7	Conservation Land Management	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	Supports Department's Request for FY23
CDP-8	Review of Andover Wetlands Protection By-Law	\$20,000	\$20,000					Supports Department's Request for FY23
CDP-9	Tactical Traffic Calming and Placemaking	\$20,000	\$0					Does Not Support Funding for FY23
CDP-11	Record Scanning Project	\$100,000	\$0	\$100,000	\$100,000	\$100,000	\$100,000	Does Not Support Funding for FY23
CDP-12	Conservation Field Mower	\$29,000	\$0					Does Not Support Funding for FY23
CDP-13	Retihold Site Restoration/Levee/Planting				\$72,000			Placeholder for Future Need
SUS-1	Climate and Sustainability Action Plan	\$40,000	\$40,000					Supports Department's Request for FY23
SUS-2	Woburn St Culvert Replacement Study (See General Fund Borrowing FY23)	\$200,000	\$0					Does Not Support Funding for FY23
FIN-1	MUNIS Financial Software Improvements	\$15,000	\$15,000		\$15,000		\$15,000	Supports Department's Request for FY23
FIN-2	Patriot Assessing Software Upgrade	\$30,000	\$30,000					Supports Department's Request for FY23
TIC-1	Historical Records Preservation	\$40,000	\$0					Does Not Support Funding for FY23
POL-1	Police Vehicle Replacement (See Fee Cash for FY23)			\$205,000	\$225,000	\$225,000	\$225,000	Placeholder for Future Need
FR-3	Radio Box Repeater System	\$120,000	\$0					Does Not Support Funding for FY23
DPW-5	Irrigation Systems Replacement/Refurbishment	\$10,000	\$0	\$10,000	\$10,000	\$10,000	\$10,000	Does Not Support Funding for FY23
DPW-6	Storm Water Management	\$100,000	\$0	\$100,000	\$100,000	\$100,000	\$100,000	Does Not Support Funding for FY23
DPW-7a	Public Works Vehicles - Small	\$301,650	\$150,000	\$192,750	\$154,000	\$149,350	\$155,000	Supports Funding \$150,000 for FY23
DPW-15	Hazard Tree Removal	\$150,000	\$0	\$150,000	\$150,000	\$150,000	\$150,000	Does Not Support Funding for FY23
DPW-19	Stormwater Infrastructure Condition Assessment Program	\$50,000	\$0	\$50,000	\$50,000	\$50,000		Does Not Support Funding for FY23
DPW-20	Portable Soil Screener	\$100,000	\$0					Does Not Support Funding for FY23
DPW-28	Spring Grove Cemetery Improvements	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	Supports Department's Request for FY23
FAC-1	Town Projects - Building Division	\$445,000	\$445,000	\$450,000	\$470,000	\$475,000	\$500,000	Supports Department's Request for FY23
FAC-2	Town Projects - Mechanical & Electrical Division	\$345,000	\$345,000	\$360,000	\$375,000	\$385,000	\$390,000	Supports Department's Request for FY23
FAC-3	Town & School Security Projects	\$100,000	\$100,000	\$290,000	\$330,000	\$240,000	\$150,000	Supports Funding \$100,000 for FY23
FAC-4	Town Vehicle Replacement	\$65,000	\$65,000	\$185,000	\$135,000	\$143,000		Supports Funding \$65,000 for FY23
FAC-5	Town Parks and Playground Improvements (See General Fund Borrowing FY25 - FY27)	\$670,000	\$120,000	\$585,000				Supports Funding \$120,000 for FY23
FAC-7	Town & School Energy Initiatives (See GE Borrowing FY24-FY27)	\$90,000	\$90,000	\$90,000				Supports Funding \$90,000 for FY23
SCH-1	School Projects - All Schools	\$870,000	\$870,000	\$905,000	\$950,000	\$980,000	\$1,035,000	Supports Department's Request for FY23
SCH-2	School Projects - By Building	\$401,500	\$401,500	\$948,000	\$519,500	\$491,000	\$367,500	Supports Funding \$401,500 for FY23
<b>Total General Fund Revenue</b>		<b>\$4,493,285</b>	<b>\$2,756,500</b>	<b>\$4,840,750</b>	<b>\$3,785,500</b>	<b>\$3,633,350</b>	<b>\$3,332,500</b>	

# RECOMMENDATIONS AND FUNDING SUMMARY

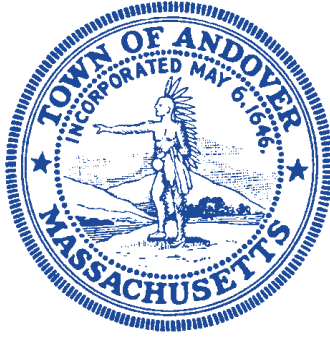
<b>Free Cash</b>									
FFR-1	Fire Apparatus Replacement (See also General Fund Borrowing)	\$260,000	\$145,000	\$80,000					Supports Funding \$145,000 for FY23
IT-1	Annual Staff Device Refresh	\$379,363	\$379,363	\$379,245	\$577,848	\$693,712	\$736,589		Supports Department's Request for FY23
IT-2	Annual Student Device Refresh	\$619,084	\$436,477	\$576,925	\$591,141	\$487,554	\$541,674		Supports Funding \$436,477 for FY23
IT-3	IT Platforms and Infrastructure	\$779,500	\$454,500	\$1,032,500	\$1,025,500	\$382,500	\$22,500		Supports Funding \$454,500 for FY23
POL-1	Police Vehicle Replacement	\$205,000	\$205,000						Supports Department's Request for FY23
DPW-2	Minor Sidewalk Repairs	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000		Supports Department's Request for FY23
<b>Total Free Cash</b>		<b>\$2,232,947</b>	<b>\$1,870,340</b>	<b>\$2,317,670</b>	<b>\$2,443,989</b>	<b>\$1,813,766</b>	<b>\$1,550,763</b>		
<b>General Fund Borrowing</b>									
SUS-2	Woburn Street Culvert Replacement Study (See General Fund Revenue for FY23 Request)				\$900,000				Placeholder for Future Need (Not currently supported)
FFR-1	Fire Apparatus Replacement (See also General Fund Revenue FY22-FY23)			\$450,000	\$150,000	\$1,300,000	\$225,000		Placeholder for Future Need
FFR-2	Multi Band Portable Radios	\$385,000	\$200,000	\$200,000					Supports Funding \$200,000 for FY23
DPW-3	Road Maintenance (Not included in Projected Debt)	\$1,500,000	\$0	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000		Does Not Support Funding for FY23
DPW-4	Town Sidewalk Program	\$1,000,000	\$850,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000		Supports Funding \$850,000 for FY23
DPW-7b	Public Works Vehicles - Large	\$620,000	\$400,000	\$540,000	\$651,250	\$538,000	\$380,000		Supports Funding \$400,000 for FY23
DPW-8	Minor Storm Drain Improvements	\$300,000	\$0		\$300,000		\$300,000		Does Not Support Funding for FY23
DPW-9	Town Bridge Evaluation & Maintenance			\$500,000					Placeholder for Future Need
FAC-5	Town Parks and Playground Improvements (See also General Fund Revenue FY22-FY24)		\$550,000		\$1,500,000	\$1,250,000	\$2,850,000		Supports Funding \$550,000 for FY23
FAC-6	Major Town Projects	\$2,080,000	\$1,600,000	\$1,730,000	\$2,065,000	\$2,700,000	\$1,830,000		Supports Funding \$1,600,000 for FY23
FAC-7	Town & School Energy Initiatives (See Off Revenue for FY23)			\$1,230,000	\$1,155,000	\$735,000	\$580,000		Placeholder for Future Need
SCFH-5	Major School Projects (See Exempt Debt FY23)	\$1,650,000	\$1,650,000	\$2,900,000		\$1,525,000	\$600,000		Supports Funding \$1,650,000 for FY23
<b>Total General Fund Borrowing</b>		<b>\$7,535,000</b>	<b>\$5,250,000</b>	<b>\$10,050,000</b>	<b>\$9,221,250</b>	<b>\$10,548,000</b>	<b>\$9,265,000</b>		
<b>General Fund Exempt Borrowing</b>									
SCFH-5	Major School Projects				\$31,550,000				Placeholder for Future Need
<b>Total General Fund Exempt Borrowing</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$31,550,000</b>	<b>\$0</b>	<b>\$0</b>		
<b>Special Dedicated Funds</b>									
DPW-1	Major Annual Road Maintenance (Ch.90)	\$1,364,279	\$1,364,279	\$1,364,279	\$1,364,279	\$1,364,279	\$1,364,279		Supports Department's Request for FY23
<b>Total Special Dedicated Funds</b>		<b>\$1,364,279</b>	<b>\$1,364,279</b>	<b>\$1,364,279</b>	<b>\$1,364,279</b>	<b>\$1,364,279</b>	<b>\$1,364,279</b>		
<b>Water &amp; Sewer Enterprise Funds</b>									
DPW-12	Water & Sewer Vehicles (WER)	\$350,000	\$350,000	\$145,000	\$112,000	\$172,000			Supports Department's Request for FY23
DPW-13	Filter Backwash Discharge Tank (WEB)			\$500,000	\$4,200,000				Placeholder for Future Need
DPW-14	Water Main Replacement Project (WEB)	\$6,000,000	\$6,000,000	\$6,000,000	\$7,000,000	\$7,000,000	\$8,000,000		Supports Department's Request for FY23
DPW-16	SCADA System Upgrades (WEB)	\$3,200,000	\$0						Does Not Support Funding for FY23
DPW-17	Hydant Replacement Program (WER)			\$50,000		\$50,000			Placeholder for Future Need
DPW-18	Water Treatment Plant GAC Replacement (WER)			\$560,000	\$585,000				Placeholder for Future Need
DPW-21	Water Treatment Plant Flocculation/Sedimentation Basins (WEB)				\$750,000	\$4,500,000			Placeholder for Future Need
DPW-22	Water Treatment Plant Chemical Room Upgrades (WEB)						\$485,000		Placeholder for Future Need
DPW-23	Water Treatment Plant Electrical Upgrades (WEB)					\$500,000	\$3,900,000		Placeholder for Future Need
DPW-24	Minor Sanitary Sewer Collections System Imp (SER)	\$200,000	\$0	\$200,000	\$200,000	\$200,000	\$200,000		Does Not Support Funding for FY23
DPW-25	Shawsheen River Interceptor Improvements (SEB and SER)	\$3,500,000	\$0	\$200,000	\$200,000	\$200,000	\$200,000		Does Not Support Funding for FY23
DPW-27	Wood Hill Pump Replacement (WEB)						\$150,000		Placeholder for Future Need
DPW-29	Fish Brook Intake Replacement (WEB)			\$15,000,000					Placeholder for Future Need
DPW-30	Inflow/Infiltration (I/I) Removal Program (SER)	\$250,000	\$0	\$250,000	\$250,000	\$250,000	\$250,000		Does Not Support Funding for FY23
DPW-32	Shawsheen Pump Station Upgrades (SEB)				\$200,000	\$3,800,000			Placeholder for Future Need
DPW-33	Water Treatment Plant Powered Activated Carbon Sibs (WEB)				\$650,000				Placeholder for Future Need
DPW-34	Dale Street Pumping Station (SER)	\$210,000	\$210,000						Supports Department's Request for FY23
<b>Total Water &amp; Sewer Enterprise Funds</b>		<b>\$13,710,000</b>	<b>\$6,560,000</b>	<b>\$22,905,000</b>	<b>\$14,147,000</b>	<b>\$16,672,000</b>	<b>\$13,185,000</b>		
<b>Total All Requests</b>		<b>\$29,335,511</b>	<b>\$17,801,119</b>	<b>\$41,477,699</b>	<b>\$62,512,018</b>	<b>\$34,031,395</b>	<b>\$28,697,542</b>		

# SECTION 3



## PROJECT REQUESTS BY DEPARTMENT

# TOWN MANAGER



# TOWN MANAGER

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

PROJECT REQUEST: *Participatory Capital Budgeting*

TM-1

Department Priority Ranking: 1  
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY23: \$30,000  
Original Dept. Request: \$50,000  
Submitted by: Patrick Lawlor, Assistant  
Town Manager  
Department: Town Manager  
Funding Source: General Fund Revenue  
FY22 Dept. Request for FY23: \$50,000

### Project Description:

The Participatory Capital Budgeting Program will afford residents the opportunity to participate and engage in the budget process. This will allow residents a chance to decide what capital projects are funded. Residents will submit their ideas to a panel of staff members from various departments. After projects have been approved, and cost estimates have been verified, a Participatory Budgeting Committee will vote on which projects are funded.

### Project Justification and Purpose:

This is a collaborative approach between the public and the town on capital budgeting

### Cost Estimate & Timing:

TBD

### Estimated Annual Operating/Maintenance Cost or Savings:

TBD

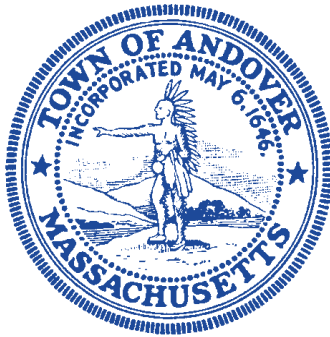
### Town Manager's Recommendation:

The Town Manager supports funding this request at \$30,000 for FY23.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$50,000	\$30,000
2024	\$75,000	\$75,000
2025	\$75,000	\$75,000
2026	\$75,000	\$75,000
2027	\$100,000	\$100,000



# SUSTAINABILITY



# SUSTAINABILITY

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Climate and Sustainability Action Plan*

**SUS-1**

**Department Priority Ranking: 1**

*(1 = highest, 2 = second highest, etc.)*

**TM's Rec. for FY23: \$40,000**

**Original Dept. Request: \$40,000**

**Submitted by:** Joyce Losick-Yang

**Department:** Town Manager's Office

**Funding Source:** General Fund Revenue

**FY22 Dept. Request for FY23: \$40,000**

### **Project Description:**

Climate Action Plans (CAPs) are comprehensive studies that help local governments and private entities reduce their carbon dioxide or greenhouse gas (GHG) emissions and proactively address the many devastating climate impacts so that communities emerge more resilient and sustainable than before. The CAP development process in Andover has been implemented as a three-phase project, with the Greenhouse Gas (GHG) Emissions Inventory task completed in FY21(Phase I), and funding from the FY22 CIP enabling the current Climate Summit Phase. Importantly, long-term climate priorities will be set for the Andover community at the conclusion of the Climate Summit. In the final phase of this work, priorities identified from the Climate Summit will be evaluated in terms of project scope, cost, and schedule over the long-term by undertaking a multi-year program planning effort. Another important aspect of the FY23 work will be to produce a retrospective study of work done by the Town to either reduce carbon emissions or to improve climate resilience in the past decade based on department by department interviews. A final deliverable is an integrated and resource loaded Climate Action Plan. Lastly the FY23 CIP will support the development of a public-facing and web-based Sustainability Dashboard that will track impact, promote collaboration, and provide transparency.<sup>1</sup>

### **Project Justification and Purpose:**

The climate of Massachusetts is changing. Spring is arriving earlier and bringing more rain. Summers are hotter. Rising seas have eroded wetlands and beaches, and flooding have caused property damages and lost lives. Communities need to act to curb the amount of greenhouse gas emitted and to build up resilience to climate hazards. A Climate and Sustainability Action Plan is the focus of this request. This project is necessary both to support the Andover Select Board Energy and Sustainability goals and to comply with the new Massachusetts Climate Act signed into law on March 26, 2021,<sup>2</sup> requiring net-zero emissions by 2050.

The Town recently completed the first-ever inventory of the community greenhouse gas emissions in calendar year 2017. The inventory establishes a scientific basis for the Climate Action Plan, and a baseline for benchmarking future performance. We found that:

- Andover was responsible for emitting 453,779 metric tons of carbon dioxide equivalents (CO2e) of greenhouse gases in 2017. Assuming a population of 36,000, that equals 12 metric tons of CO2e per resident.
- Buildings are the largest source of emissions for Andover (over 68%). Roughly half of the building

<sup>1</sup> See example Dashboard at <https://bouldercolorado.gov/boulder-measures/community-greenhouse-gas-emissions>

<sup>2</sup> <https://www.mass.gov/news/governor-baker-signs-climate-legislation-to-reduce-greenhouse-gas-emissions-protect-environmental-justice-communities>

## SUSTAINABILITY

emissions come from residential energy use, and half from commercial sector buildings (space heating/cooling along with manufacturing energy).

- On-road transportation is another major source of emissions, and accounts for 27% of overall emissions.
- Solid waste accounts for 3% of the greenhouse gas emissions.
- The municipal portion of the emissions is 2%. This means that while the Town will act to reduce its own carbon footprint, to achieve net zero, action must be taken by residents and businesses.

IN 2017, OUR TOWN WAS  
RESPONSIBLE FOR EMITTING

**453,779**

METRIC TONS OF CO<sub>2</sub>e

IN ANDOVER,  
THAT WORKS OUT TO

**12**

METRIC TONS  
OF CO<sub>2</sub>e  
PER RESIDENT



OUR EMISSIONS BREAKDOWN

STATIONARY EMISSIONS



WASTE EMISSIONS



TRANSPORTATION EMISSIONS



For Andover to meet the ambitious net-zero goal, coordination among Departments and community leaders will be necessary. A resource-loaded climate action plan will identify efforts that have often existed in their own silos in the past that are synergistic. For example, installing school dishwashers and restoring reusable plates and utensils would save both Andover Public School Food Services operations budget spent on disposables and Andover DPW money by reducing waste tonnages, resulting in crosscutting efficiency but the Facilities Department needs this information when designing new school buildings. The Climate Action Plan will identify additional synergistic activities across Town and Schools operations, and across community boards and commission initiatives.

The alternative will be to continue to carry out environmentally responsible initiatives efforts on an ad-hoc and uncoordinated basis. Not having the integrated cost-benefit analyses, or lacking a focus on priorities, Andover may be missing out on doing the most cost-effective or highest impact projects to mitigate or adapt to climate change. Lastly, it may be difficult to track initiative performance and to convey accountability to the public on addressing this important global challenge.

Citizen groups, such as the Andover Green Advisory Board, Greater Andover Indivisible, and Andover Working to Educate on Climate Action Network (WECAN) have directly supported the greenhouse gas inventory effort, and have been consulted on the Climate Summit and Action Plan tasks over many months. The Select Board has reiterated their support for the Climate Action Plan over the past two years. Also, the overall concept for Phase I (GHG Inventory) and Phase II (Climate Summit) were discussed and approved by the Finance Committee two years in a row.

## SUSTAINABILITY

### Cost Estimate & Timing:

#### FY23 CLIMATE AND SUSTAINABILITY ACTION PLAN COST COMPONENTS:

- \$0. Complete Andover's Net-Zero Plan in Partnership with the Merrimack Valley Planning Commission (FY22 Q2 to FY23 Q1). This leverages a \$12,500 regional planning grant from DOER to MVPC.
- \$0. Complete Andover's Hazard Mitigation Plan Update in Partnership with the Merrimack Valley Planning Commission (FY22 Q2 to FY23 Q1). This leverages a \$6,000 regional planning grant from FEMA to MVPC.
- \$32,000. Multiyear Program Plan Development. Retrospective integration will be done in house. Contractor(s): TBA
  - Basis: Will issue an RFP for a consultant with Project Management experience in FY22
  - Timing: Work to begin by FY23Q1
- \$8,000. Sustainability Dashboard Website Design, Development and Data Integration. Contractor: TBA
  - Basis: Will issue an RFP for a web designer in FY22
  - Timing: Work to begin by FY23Q3

### Estimated Annual Operating/Maintenance Cost or Savings:

While there is no current official carbon tax in the U.S. to benchmark the effectiveness of the Climate Action Plan and savings from sustainability initiatives underway among Andover's Departments, there is a real "social cost" of carbon and other greenhouse gas emissions that is being passed on to every taxpayer. It appears in their electric bills, water and sewer bills, through municipal funding for disaster recovery efforts, and the loss of lives. The US Environmental Protection Agency estimates that cost at \$42 (2007 dollars) per metric ton of carbon emitted in 2020.<sup>3</sup> Based on the community-wide carbon emissions inventory of 453,779 metric tons, the price tag based on the EPA social cost of carbon estimate would exceed \$19 million per year.

The Climate Action Plan will show us alternative and cost-effective paths to reduce emissions and to prevent climate-related damages. The Plan will capitalize upon the momentum from 2020-2021 initiatives that are already underway, many of which have been supported by grant funding, such as the Street Tree inventory (DCR Grant), Sanborn Solar Rooftop Project, Andover Community Power program, Shawsheen Land Acquisition Prioritization project (MVP Grant), energy efficiency efforts (Green Communities grants and Mass Save Municipal Partnership grant), Town Yard planning and selection efforts, EV Charging Stations (MassEVIP grant), Commercial Property Assessment Clean Energy (C-PACE) Program, as well as encouraging more bike and pedestrian modes of transportation (DOT Grant).

This CIP request will be complemented by an operational budget increase of \$5,000 beyond baseline to support software, printing, and other services required to produce high-quality digital and hardcopies of the Climate Action Plan and associated materials upon project completion.

### Town Manager's Recommendation:

The Town Manager supports the funding request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$40,000	\$40,000

3 [https://www.epa.gov/sites/default/files/2016-12/documents/social\\_cost\\_of\\_carbon\\_fact\\_sheet.pdf](https://www.epa.gov/sites/default/files/2016-12/documents/social_cost_of_carbon_fact_sheet.pdf)

# SUSTAINABILITY

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Woburn Street Culvert Replacement Study*

**SUS-2**

**Department Priority Ranking: 2**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY23: \$0**  
**Original Dept. Request:** \$200,000  
**Submitted by:** Joyce Losick-Yang  
**Departments:** Sustainability, Public Works, Conservation  
**Funding Source:** General Fund Revenue  
**FY22 Dept. Request for FY23:** \$0 (New project)

### **Project Description:**

The Woburn Street culvert – located between Parthenon Circle to the North and Doric Way to the South - has reached the end of its design life. The corrugated metal material of the culvert is failing due to corrosion. One end of the culvert – on the downstream side - is completely submerged and appears to have collapsed. The upstream end is exposed; however, it is covered with a grate that must be cleared often of debris to allow flow (Figure 1). This project focuses on the initial phase of this culvert replacement including, but not limited to, the following components: 1) hydrological modeling; 2) sediment and ecological assessments; and 3) initial culvert engineering design. With these data in hand, the Andover Department of Public Works will have the design information required to replace the culvert with one that will meet the Massachusetts Stream Crossing Standards. In addition to restoring fish and wildlife passage and enabling stream connectivity, the Andover community would benefit by having a stream crossing on a well-traveled road that is far less susceptible to flooding



**Figure 1.** *Woburn Street Culvert. Left panel: Close-up showing one unsubmerged (upstream) end with grate and debris. Middle panel: View of the opening to the wetland. Right panel: Deterioration visible on top of culvert (downstream end).*

### **Project Justification and Purpose:**

The Town of Andover owns and maintains over 230 culverts over 12" in size throughout Town. The burden of maintaining so many culverts is significant in both finances and labor resources that could otherwise be deployed for other municipal projects and initiatives. This specific culvert was selected due to its deteriorating condition, its ecological importance, and the potential transportation and safety benefits to Andover residents.

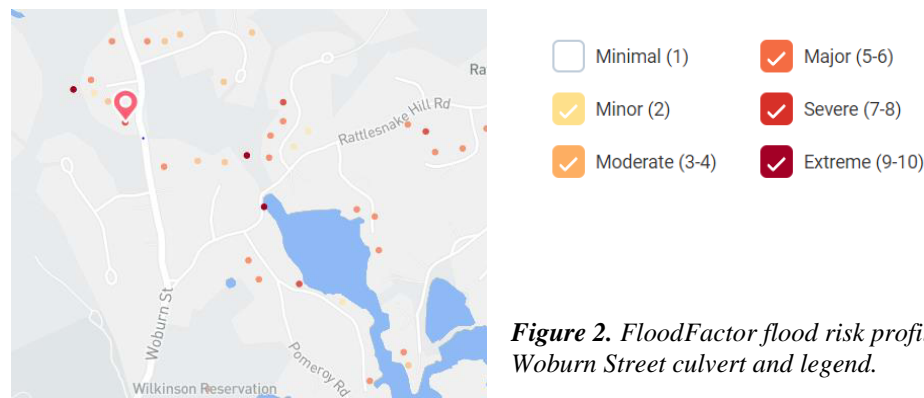
This crossing is a single 72"x40" corrugated metal culvert under a heavily traveled two-lane road (Woburn Street), which is classified as a Rural Minor Collector. The size of culvert was determined using records, as a recent field visit could not determine the actual size due to deformation of one end of the culvert and it being completely surrounded by sediment on the other end. The condition of the culvert is poor: rust has set in and structural integrity has been compromised. Ongoing maintenance involves clearing the grate in the front of the upstream end of the culvert that constantly fills with debris and blocks flow.

In its current condition, the culvert is unpassable for most amphibian and terrestrial wildlife and likely some larger species of aquatic animals as well. The culvert is in close proximity to four different areas considered to be

## SUSTAINABILITY

MassWildlife Natural Heritage & Endangered Species Program priority habitat areas: PH 1815, PH 1839, PH 1817 and PH 1827. Three of these areas are alongside the Shawsheen River and one is immediately proximate to the tributary which is conveyed by this culvert. The culvert impedes the movement of aquatic organisms between two important wetland complexes, including any wildlife moving between the Shawsheen River and Foster's Pond. River Street on the downstream end of the wetland complex on the western side of the culvert is sufficiently infamous for killing migrating turtles that a recently installed roadside curb was modified to allow easier passage.

Flow between the bodies of water on both sides of the culvert is also partially blocked, which creates deposits of sediment and debris. Not only is the debris costly to remove, blocking water flow also increases safety risks associated with flooding. This section of Woburn Street has been closed on at least two occasions due to flooding, in 2005 and 2010. Under flooding conditions, Andover Fire Rescue apparatus and personnel have to be diverted around this area causing substantial response delays for those who need immediate emergency 911 intervention by trained fire and emergency medical staff. Such delays can lead to acute medical conditions and possibly life threatening circumstances. These flood-related road closures not only compromise the health and safety of the residents during emergencies, they could also result in long-term property damage. Climate change will only exacerbate the current conditions. Coincidentally, according to the FloodFactor tool, at least 4 of the residential properties adjacent to the culvert show moderate to severe risks of property damage due to flooding (see Figure 2).



**Figure 2.** FloodFactor flood risk profile of properties adjacent to the Woburn Street culvert and legend.

### Cost Estimate and Timing:

The current study consists of three major phases: 1) Field Data Collection; 2) Engineering and Design; and 3) Permitting. Estimated costs for each of these phases are shown below. Construction and installation of the culvert that conforms with Massachusetts Stream Crossing Standards is estimated at \$900,000 (in subsequent DPW CIP request).

Project Phase	Estimated Cost
Field Data Collection	\$40,000
Engineering & Design	\$135,000
Permitting	\$25,000

The project timeline is shown below:

- **By August, 2022:** Hire engineering firm to complete survey, hydraulic analysis, preliminary design work, geotechnical report, wetlands delineation, and permitting.
- **By April, 2023:** Finalize design, needed reports, and permitting.

### Estimated Annual Operating and Maintenance Cost or Savings:

Department of Public Works (DPW) will use the results of the study to inform the Town Meeting decision for the actual culvert replacement. These studies will also support DPW in pursuit of any Chapter 90 funding or federal infrastructure grant funding that may be available to support the construction aspects of this project

## SUSTAINABILITY

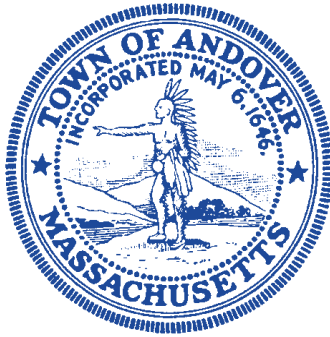
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<b>Town Manager's Recommendation:</b>
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The Town Manager does not support this funding request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$200,000	\$0
2024	-	
2025	\$900,000 (DPW)	\$0
2026	-	
2027	-	

# FINANCE AND BUDGET





## FINANCE AND BUDGET

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

PROJECT REQUEST: ***MUNIS Financial Software Improvements***

**FIN-1**

**Department Priority Ranking: 1**

*(1 = highest, 2 = second highest, etc.)*

**TM's Rec. for FY23: \$15,000**

**Original Dept. Request: \$15,000**

**Submitted by: Donna M. Walsh**

**Department: Finance**

**Funding Source: General Fund Revenue**

**FY22 Dept. Request for FY23: \$15,000**

#### **Project Description:**

This request continues the implementation of additional MUNIS modules and allows more users to be trained on existing modules. Over the past five years many modules have been implemented and some are in progress. This request will provide funding for Employee Self Service, for on-going MUNIS consulting in future years to assist in implementing additional modules and upgrades and to assist with the implementation MUNIS Utility Billing.

#### **Project Justification and Purpose:**

A fully integrated financial system should be a priority when feasible. In FY19 funds were approved to purchase the Employee Self Service module. However due to personnel changes, and with the approval of the Town Manager, the funds were used to purchase Tyler Cashiering. This module allows the Treasurer's Office to record RE, PP and MVX payments on a real time basis and to provide an actual receipt thereby improving customer service.

Implementation of Tyler Content Manager (TCM) is currently in process. This software acts as an "electronic filing cabinet" allowing users to scan and attach source documents (such as original invoices and customer checks) to transactions in MUNIS. It also provides the ability to attach other financial documents such as purchase orders, vendor checks, payroll checks and direct deposit advices to individual records.

Employee Self Service software gives employees access to view sick and vacation history, allows employees to request time-off which the supervisor can approve electronically and allows employees to easily make changes to personal information. The module also stores information such as W-4 and historical W-2's. ESS also allows for a more seamless health insurance enrollment process.

Tyler Customer Self Service went live in FY20. This module allow residents to pay their RE, PP and MVX bills on-line in a more user friendly environment and have the ability to see historical information about charges, payments and assessed values, as well as copies of their original tax bills.

Funds are also requested in FY2023 to assist with the implementation of MUNSI Utility Billing. This would allow all receivables to be on the same software and would provide enhanced customer service related to on-line bill pay.

#### **Cost Estimate & Timing:**

## FINANCE AND BUDGET

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MUNIS Employee Self Service - \$25,000 License and Implementation.  
Available funds approved in prior years will be used to supplement the above.

<b>Estimated Annual Operating or Maintenance Cost or Savings:</b>
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Annual support for ESS is estimated at \$4,600.

<b>Town Manager's Recommendation:</b>
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The Town Manager supports the FY23 request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$15,000	\$15,000
2024		
2025	\$15,000	\$15,000
2026		
2027	\$15,000	\$15,000

## FINANCE AND BUDGET

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Patriot Assessing Software Upgrade*

**FIN-2**

**Department Priority Ranking: X**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY23:** \$30,000  
**Original Dept. Request:** \$30,000  
**Submitted by:** David Billard, Assessor  
**Department:** Assessor  
**Funding Source:** General Fund Revenue  
**FY22 Dept. Request for FY23:** \$0

#### Project Description:

Upgrade Patriot assessing software to a newer version. The assessing software maintains the data used to value all properties in the Town of Andover.

#### Project Justification and Purpose:

The version of the Patriot Assessing software currently in use was released in the 1980's. The server that the software resides on was recently upgraded and the current version is not entirely compatible. This upgrade will allow more stability and speed when searching for data.

#### Cost Estimate & Timing:

The estimated cost for the data conversion, implementation and technical support is \$30,000.

#### Estimated Annual Operating/Maintenance Cost or Savings:

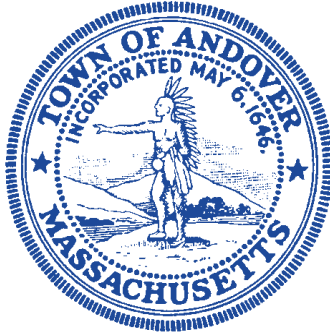
May be a small increase in annual support charge.

#### Town Manager's Recommendation:

The Town Manager supports the request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$30,000	\$30,000

# INFORMATION TECHNOLOGY



# INFORMATION TECHNOLOGY

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Annual Staff Device Refresh*

**IT-1**

**Department Priority Ranking: 1**

*(1 = highest, 2 = second highest, etc.)*

**TM's Rec. for FY23: \$379,363**

**Original Dept. Request: \$379,363**

**Submitted by: Paul J. Puzzanghera, CIO**

**Department: Information Technology**

**Funding Source: Free Cash**

**FY22 Dept. Request for FY23: \$737,045**

### Project Description:

This article provides personal computers (both desktop and laptop) to all Andover staff including Town knowledge workers, school knowledge workers and teachers. Devices are leased and are refreshed every four years.

### Project Justification and Purpose:

This provides up to date computers for all Town and School staff. The 2020-21 pandemic has placed an unrepresented demand on town technology. In March 2020, the Town and Schools were able to move from a fully in person operation to a fully remote operation in 72 hours due to the Town's prior investment in networking and modern devices with full video conferencing capabilities. This project includes one-time funds to continues this investment to ensure the town's ability to work fully remote at any time. At this time all administrative and teaching staff have been issued laptop computers with full network connectivity allowing for uninterrupted operations during any future scenarios.

### Cost Estimate & Timing:

See chart below for details.

#### Comments:

- IT has elected to move away from purchasing vendor warranties and move to a self-repair model in most cases based on operating history. This has yielded a significant savings.
- Costs of certain management software are now shared with IT-2 as the number of student devices continues to expand.
- Town and schools have moved away from desktop versions of Microsoft Office to cloud-based Office 365 annual subscriptions. All email services have been migrated to the Microsoft cloud. This will allow IT to wind down its investment in server and storage infrastructure to support on premise email management
- 2021 continues to be marked by severe supply chain disruptions limiting our ability to procure new equipment and we have experienced a significant increase in device costs. Devices lead times which previously were 4-6 weeks are now 6-8 months. Model selection is extremely limited.
- Instructional assistants and administrators have become more deeply dependent upon technology since the pandemic and are requiring more powerful and more modern devices than previously. This required IT to procure unplanned, more powerful devices to meet evolving needs. All administrators still utilizing desktop computers were upgraded to laptop style mobile devices to

## INFORMATION TECHNOLOGY

allow “work from home” scenarios as needed.

- The Town has applied for CARES, ESSER and ARP and related funding which reduced some of the planned expenditures for FY21. Selected planned leases were converted to purchases and resulted in FY21 savings which will then reduce planned lease expenses in future years.
- However, these savings were offset by significant unplanned equipment acquisitions as described above.
- Due to supply chain shortages, IT was unable to procure all of the planned equipment in FY21 which reduced new leasing costs. However, this was largely offset by lease extension costs that were required as we utilized equipment beyond the planned lease dates.
- The net of these savings and extra charges are reflected in a proposed one-time reduction in the FY22 funding request due to a modest fund surplus.

<b>Estimated Annual Operating/Maintenance Cost or Savings:</b>
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All annual costs are included in this article. These include Microsoft Office 365, management software and anti-virus software.

<b>Town Manager’s Recommendation:</b>
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The Town Manager supports the funding request for FY23.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$379,363	\$379,363
2024	\$378,245	\$378,245
2025	\$577,848	\$577,848
2026	\$693,712	\$693,712
2027	\$736,589	\$736,589

# INFORMATION TECHNOLOGY

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Annual Student Device Refresh*

**IT-2**

**Department Priority Ranking: 2**

*(1 = highest, 2 = second highest, etc.)*

**TM's Rec. for FY23: \$436,477**

**Original Dept. Request: \$619,084**

**Submitted by: Paul J. Puzzanghera, CIO**

**Department: Information Technology**

**Funding Source: Free Cash**

**FY22 Dept. Request for FY23: \$515,094**

### Project Description:

Provides funding for all student computing needs including the iAndover 1:1 technology initiative. 100% of all Andover students now have full time, on-demand access to technology as needed. Devices are leased and replaced every four years.

### Project Justification and Purpose:

The Andover program historically utilized a hybrid approach that provided in-school devices to elementary students but has allowed middle and high school students to “Bring Your Own Device” (BYOD) permitting 24x7 access to learning tools and environments. The current COVID crisis has emphasized both the role of virtual remote learning as well as the rapid adoption of the so-called “blended” learning model. This requires universal access to technology. The use of BYOD model allows us to promote a full 1:1 program in a more cost-efficient manner.

Specifically:

- Grade K-1 students will utilize tablet type devices (currently Apple iPads)
- Grade 2-5 students will utilize an internet capable laptop (currently a cost-effective Chromebook device)
- Grades 6-12 students may bring their own laptop. Middle School students are required to bring Chromebooks.
- All students with demonstrated need receive district provided devices.
- Andover provides a “rental” program that allows parents to rent a fully configured, insured Chromebook for a modest annual fee (currently \$135) in lieu of purchasing a device themselves

The 2020-21 pandemic has placed an unprecedented demand on our technology infrastructure. In March 2020, t

## INFORMATION TECHNOLOGY

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he Town and Schools were able to move from a fully in person operation to a fully remote operation in 72 hours due to the Town's prior investment in networking and modern devices with full video conferencing capabilities. Students were immediately able to continue their education fully remotely with virtually no interruption. This project provides one-time funds to continue this investment and ensures student's ability to work in a variety of learning models. Many of the lessons of the past two years will encourage us to fundamentally alter our view of digital education moving forward.

Fundamental to these revised expectations is the role of technology for younger students. Prior to the pandemic all technology use was limited to in classroom experiences. From March 2020-May 2021 much of elementary student learning occurred in the home setting and outside normal classroom hours. All of the stakeholders in the on-going discussion surrounding digital learning must review the fundamental assumption that technology use is an "in school" activity rather than a 24x7 activity for our younger learners. This article is currently constructed to support continued funding of K-5 devices from town funds. If we believe, that technology should also be accessible at home then the opportunity exists to revisit this funding model and align the elementary level more closely with the Middle School and High School "Bring Your Own Device" model. This modified approach would increase the availability of non-school time learning plus provide economic relief to the town.

This article provides funding to enable all Andover students to have access to a personal computing device during the school day to:

- Provide access to desktop and web-based applications and learning platforms
- Provide a platform for moving fully to an eBooks digital format in lieu of expensive traditional paper versions
- Access new generation learning content (learning management systems, videos, audiobooks, rich multimedia content, etc.)
- Facilitate research and note-taking
- Provide assistive learning environments for special education students
- Encourage collaboration
- Create new opportunities for differentiated instruction and real time assessment

Furthermore, this article provides funding in support of special purpose devices required by music, art, engineering, photography and other unique departments. These are typically provided as fixed "labs" or in mobile carts. With the advent of the 1:1 initiative, the number of devices required for these purposes has diminished dramatically.

<b>Cost Estimate &amp; Timing:</b>
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See chart below for details:

- IT has elected to move away from purchasing vendor warranties and move to a self-repair model based on operating history. Most of the repair costs from student machines are from "accidental damage" rather than device failure. Student repair rates are higher than for staff devices. Nonetheless, this has yielded a significant savings.
- Estimated costs include costs for configuring devices, providing protective cases, licenses as well as charging stations.
- Costs of certain management software are now shared with IT-1 as the number of student devices continues to expand.
- During the pandemic IT loaned more than 800 devices to aid in the transition to remote learning.



## INFORMATION TECHNOLOGY

We experienced higher than normal damage and repair rates for both teachers and students during this time.

- 2020-21 was marked by severe supply chain disruptions limiting our ability to procure new equipment and a significant increase in device costs. Consequently, students are operating with older devices that are past their useful life requiring us to accelerate purchasing updated devices.
- 2021 continues to be marked by severe supply chain disruptions limiting our ability to procure new equipment and we have experienced a significant increase in device costs. Device lead times which previously were 4-6 weeks are now 6-8 months. Model selection is extremely limited. Consequently, students are operating with older devices that are past their useful life.
- The Town has applied for CARES, ESSER and ARP and related funding which reduced some of the planned expenditures for FY21. Selected planned leases were converted to purchases and resulted in FY21 savings which will then reduce planned lease expenses in future years.
- However, these savings were offset by significant unplanned equipment acquisitions.
- Due to supply chain shortages, IT was unable to procure all of the planned equipment in FY21 which reduced new leasing costs. However, this was largely offset by lease extension costs that were required as we utilized equipment beyond the planned lease dates.

### Estimated Annual Operating/Maintenance Cost or Savings:

All annual costs are included in this article. These include Microsoft Office, management software and anti-virus software.

### Town Manager's Recommendation:

The Town Manager supports funding \$436,477 for FY23.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$619,084	\$436,477
2024	\$576,925	\$576,925
2025	\$591,141	\$591,141
2026	\$487,554	\$487,554
2027	\$541,674	\$541,674

# INFORMATION TECHNOLOGY

	Device Count	Unit Cost	FY23	FY24	FY25	FY26	FY27
K-1 1:1 Leases							
Existing iPad Leases			24,130	24,130	0	0	0
FY22 Apple iPad Lease	391	110	43,023	43,023	43,023		
FY23 Apple iPad Lease	267	110	29,379	29,379	29,379	29,379	29,379
FY24 Apple iPad Lease	101	110		11,113	11,113	11,113	11,113
FY25 Apple iPad Lease	241	110			26,518	26,518	26,518
FY26 Apple iPad Lease	0	110				0	0
FY27 Apple iPad Lease	391	110					43,023
Elementary/MS 1:1 Leases							
Existing Chromebook Leases			113,661	61,818	0	0	0
FY22 Chromebook Lease	200	125	25,020	25,020	25,020		
FY23 Chromebook Lease	1,100	125	137,607	137,607	137,607	137,607	
FY24 Chromebook Lease	500	125		62,549	62,549	62,549	62,549
FY25 Chromebook Lease	500	125			62,549	62,549	62,549
FY26 Chromebook Lease	0	125				0	0
FY27 Chromebook Lease	1,100	125					137,607
Middle and High School 1:1 Rental Program Leases							
Existing Rental Leases			20,623	0	0	0	0
FY23 Rental Lease	300	137	41,161	41,161	41,161		
FY24 Rental Lease	500	137		68,602	68,602	68,602	68,602
FY25 Rental Lease	750	137			102,903	102,903	102,903
FY26 Rental Lease	750	137				102,903	102,903
Family Contribution			(61,784)	(109,763)	(212,666)	(274,408)	(274,408)
Net Rental Program Subtotal			0	0	0	0	0
1:1 Program Subtotal			372,819	394,638	397,756	329,714	372,737
School Specific Requests (Labs and Shared Equipment)							
Existing Special Equipment Leases			73,075	0	0	0	0
FY22 Special Equipment Lease			46,643	46,643	46,643		
FY23 Special Equipment Lease			11,097	11,097	11,097	11,097	11,097
FY24 Special Equipment Lease				11,097	11,097	11,097	11,097
FY25 Special Equipment Lease					11,097	11,097	11,097
FY26 Special Equipment Lease						11,097	11,097
FY27 Special Equipment Lease							11,097
School Specific Requests Subtotal			130,815	68,837	79,935	44,389	55,487
Repair Allowance			48,000	48,000	48,000	48,000	48,000
Software							
Microsoft Office 365 School Enterprise License	850	53	45,050	45,050	45,050	45,050	45,050
Management Software (JAMF)			14,400	14,400	14,400	14,400	14,400
AntiVirus Software			8,000	6,000	6,000	6,000	6,000
Software Subtotal			67,450	65,450	65,450	65,450	65,450
Savings							
CARES Funding							
Unexpended Funds due to COVID Shortages							
Savings Total			0	0	0	0	0
Total Student Fleet CIP Request			619,084	576,925	591,141	487,554	541,674
Proposed TM Reduction <sup>1</sup>			182,627				
Total TM Recommendation			436,457				

<sup>1</sup> Proposed Reduction include: G4/G5 Chromebooks, Repair Allowance

# INFORMATION TECHNOLOGY

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST: *IT Infrastructure***

**IT-3**

**Department Priority Ranking: 3**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY23: \$379,363**  
**Original Dept. Request: \$779,500**  
**Submitted by: Paul J. Puzzanghera, CIO**  
**Department: Information Technology**  
**Funding Source: Free Cash**  
**FY22 Dept. Request for FY23: \$1,374,500**

### Project Description:

This project contains funding for all IT infrastructure including both hardware and software platforms that are shared by all Town and School departments.

### Project Justification and Purpose:

IT proposes to undertake a number of significant enhancement projects in FY23. The most critical projects include:

- Refreshing of our local on-premise data centers. Our server and storage farms are 9 years old and are no longer eligible for on-going support and maintenance. Additionally, since we have outsourced the bulk of our processing needs (beginning with eliminating our on-premise email) to cloud services we can significantly reduce the footprint and on-going cost of the data center by moving to a new simplified “hyper converged” architecture. This article is the second and final year of funding for our multiyear plan.
- Our original wireless infrastructure (primarily “access points”) is now 9 years old and is no longer eligible for on-going support and maintenance, including on-going security enhancements. Current access points are limited to supporting the 802.11n (Wi-Fi 4) standard from 2009. This article provides funding to upgrade all elementary school access points to current standards.
- The recent circumstances of the 2020-21 pandemic have accelerated to a more virtual and remote configuration on both the town and school side which requires universal availability of video conferencing capabilities. Classrooms need to be retrofitted with new broadcast capabilities and our conference rooms need to be upgraded with video sharing tools. These funds will allow us to upgrade nearly all shared conference rooms and to provide pilot classroom sites in each school building.
- The current classroom video technology is now 9 years old and we propose a three-year refresh cycle for Andover High and the Middle Schools as the existing projectors become end of life.
- The increasingly hostile cyber environment that we face requires us to increase our investment in cyber security hardware, software and practices. With the increasing assault on municipalities it is imperative that we provide more aggressive defensive strategies, in particular, moving to new classes of hardware and software that rely on modern Artificial Intelligence (AI) analysis rather than more traditional static defenses. We must also invest in our staff since our human capital represent our most vulnerable asset.

### Cost Estimate & Timing:

## INFORMATION TECHNOLOGY

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See chart below for more details:

<b>Estimated Annual Operating/Maintenance Cost or Savings:</b>
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Data Center refresh will significantly reduce annual maintenance costs for existing server and storage.

<b>Town Manager's Recommendation:</b>
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The Town Manager supports funding \$454,500 for FY23.

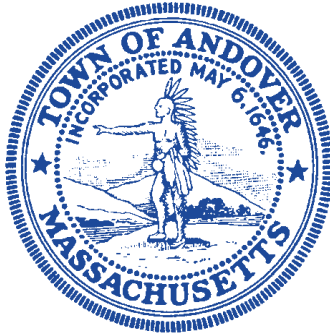
Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$779,500	\$454,500
2024	\$1,032,500	\$1,032,500
2025	\$1,025,000	\$1,025,000
2026	\$382,500	\$382,500
2027	\$22,500	\$22,500

# INFORMATION TECHNOLOGY

Project Description	FY23	FY24	FY25	FY26	FY27
Multimedia Projects					
Update Selectman's Room AV/Conferencing capabilities. Provide AV to other renovated conference rooms	50,000				
Update "Huddle" rooms. Provide video conferencing capabilities, projectors	50,000	50,000			
Classroom Modernization					
Projector Refresh (AHS, followed by WHM/WMS followed by DMS/BAN)	300,000	330,000			
Projector Refresh (HPE, SAN, SOU)				330,000	
Deployment of classroom based video conferencing and broadcasting. Pilot 1 room in each school		375,000	375,000		
Data Center Refresh/Cloud Transition					
Server Refresh. Downsize primary followed by secondary	42,000				
Storage Refresh	60,000				
Create fully redundant physical backup supplemented by cloud backup. Provide backup for Office 365 storage	10,000	10,000	10,000	10,000	
Firewall Refresh		75,000			
Network Refresh					
Access Point Refresh (Replace 100/200 Series)	150,000				
Access Point Refresh (Replace 300 Series)			262,500		
Wireless Controllers (3)	35,000				
Edge Switch Refresh	50,000	160,000			
Software Platforms					
Cyber Security Upgrades					
Security Audit and upgrades	10,000	10,000			
Unified Communications					
Refresh servers or move to fully cloud based voice capabilities			275,000		
Maintenance					
Wiring Maintenance/Expansion	10,000	10,000	10,000	10,000	10,000
Batteries				20,000	
UPS Refresh			80,000		
Handset Replacement/Expansion	2,500	2,500	2,500	2,500	2,500
Intercoms/Speakers	10,000	10,000	10,000	10,000	10,000
Savings					
CARES Funding					
Unexpended Funds due to COVID Shortages					
Total Infrastructure CIP Request	779,500	1,032,500	1,025,000	382,500	22,500
Proposed TM Reduction <sup>1</sup>	325,000				
Total TM Recommendation	454,500				

<sup>1</sup> Proposed Reduction includes: 50% projectors, 50% Access Points, Conference Room Upgrades

# COMMUNITY DEVELOPMENT & PLANNING



# COMMUNITY DEVELOPMENT & PLANNING

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Active Transportation Master Plan*

**CDP-1**

**Department Priority Ranking:** X  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY23:** \$0  
**Original Dept. Request:** \$50,000  
**Submitted by:** Paul Materazzo  
**Department:** CD&P  
DPW/APD/Sustainability  
**Funding Source:** General Fund Revenue  
**FY22 Dept. Request for FY23:** \$0

### Project Description:

The Active Transportation Master Plan recognizes the impact that cars have had on our community and environment. It seeks to remedy the implications of living in a car-dependent community by offering a strategic plan for making walking and biking competitive alternatives to driving. It understands the need for an incremental approach to altering the priorities of our transportation system – from one with a main purpose of getting cars from A to B, to one that views our streets as public spaces. It is essential to have a long-term strategic plan that understands the community to address its needs.

The plan will:

1. Create a pathway to pursue MassDOT's Complete Streets funding.
2. Provide policies and guidelines for facilities that will make walking/biking safer, more comfortable and a competitive alternative to driving short distances.
3. Adopt published design standards that suit the needs of Andover's transportation network and public spaces.
4. Describe current conditions and opportunities to improve safety and comfort of Andover's streets for all users.
5. Structure an action plan to create a network of bike and pedestrian pathways that connect people to destinations within and beyond town boundaries.

### Project Justification and Purpose:

The Pedestrian and Bicycle Master Plan can be viewed through multiple lenses. We are seeking to build this plan with a focus on equitable access to destinations, sustainability, economic development, community development, and public health. The Active Transportation Master Plan will set goals to:

## COMMUNITY DEVELOPMENT & PLANNING

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- Make our transportation system accessible to people of diverse lifestyles and socio-economic statuses – people who either do not want to own a car or who cannot afford a car.
- Reduce short trips taken by car and encourage walking and biking distances within 15 minutes of destinations.
- Boost our business districts by reducing our dependence on parking spaces, increasing foot traffic and creating spaces for people.
- Build social infrastructure through increased personal interactions of people walking and biking in our streets.
- Encourage healthy lifestyles by providing public spaces safe for active transportation and recreation.

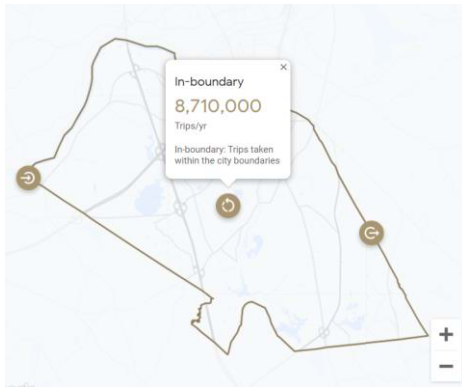
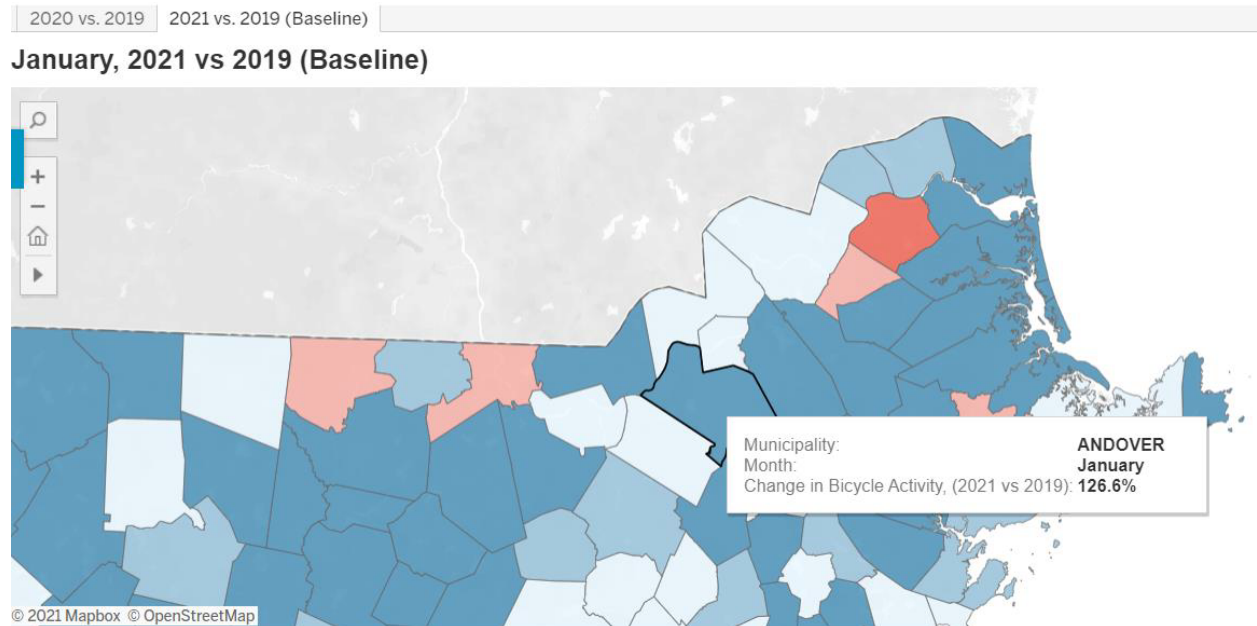
This project is supported by the Town's 2012 Master Plan (excerpts below), which encourages:

- LU.1.4. Encourage pedestrian access in downtown.
- LU.1.7. Help downtown Andover to become 100% accessible to persons with disabilities.
- LU.5.2. Promote a pedestrian-oriented downtown that respects Andover's small-town character and heritage.
- OS.8.6. Support on-road and off-road biking for recreation and for commuting to work and school.
- TC.2.1. Promote local transportation improvements such as bridge repairs, congestion elimination, and new sidewalks.
- TC.3.1. Provide for safe and comfortable bicycle and pedestrian circulation throughout Andover.
- TC.4.1. Promote environmentally friendly road construction techniques.
- MF.1.6. Implement new technologies and "Green initiatives" to conserve power and reduce Andover's carbon footprint.

The Department of Transportation notes an overall increase in the amount of bicycling activity across the Commonwealth in April of 2021 compared to the 2019 baseline (see image below and [URL](#)). The alternative transportation data specific to Andover is impressive, showing a 27% sustained increase in bicycling over the past two years. In addition, there was a marked increase in walking activities in Andover when comparing between 2019 to 2020. This positive trend indicates the community's interest and willingness to use active transportation modes and helps in part to justify this CIP request.



## COMMUNITY DEVELOPMENT & PLANNING



Additionally, improving access for pedestrians and cyclists can help to reduce the number of in-boundary vehicle trips within Andover town borders. The US Environmental Protection Agency estimates that car trips of under a mile add up to about 10 billion miles per year. If half of these trips can be done by biking or walking, then the US can eliminate 2 million metric tons of carbon emissions per year. Google's Environmental Insights Explorer data based on satellite location services data estimates that the over 8.7 million in-boundary trips were taken per year in Andover. These in-town trips contribute 8,550 metric tons of carbon

emissions. Having an Active Transportation Master Plan can go a long way to promote the use of alternative transportation modes for these short trips to lower our climate impact.

### Cost Estimate & Timing:

Total Cost Feasibility Study \$50,000, Design Services \$TBA, Construction \$TBA – Total Request - \$

### Town Manager's Recommendation:

The Town Manager does not support funding this request for FY23.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$50,000	\$0

# COMMUNITY DEVELOPMENT & PLANNING

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

### PROJECT REQUEST: *Reservation Signage*

**CDP-2**

**Department Priority Ranking:**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY23:** \$0  
**Original Dept. Request:** \$16,135  
**Submitted by:** Robert Douglas  
**Department:** CD&P  
**Funding Source:** General Fund Revenue  
**FY22 Dept. Request for FY23:** \$0

#### Project Description:

The reservations that held in the care and custody of the Andover Conservation Commission are one of the Town's most valuable recreational resources. However, a majority of these properties do not have kiosks, lack updated trail maps or are missing maps entirely, and/or do not offer any interpretive information about the landscape context and natural history of the site. Trailhead signage is the face of these properties – it offers visitors a critical first impression of the Town's upkeep of its reservations, while also influencing the overall visitor experience by clarifying routes, describing appropriate use, identifying areas of steep terrain, and highlighting significant natural features. By adding kiosks where missing, installing permanent aluminum composite signs, and creating interpretive panels for several reservations across town, we hope to attract additional visitors to Town-owned properties, reduce confusion for hikers navigating trails, and provide residents of all ages with a rich educational outdoor experience.



Figure 1. An image of a kiosk shared by the Town of Andover and AVIS, demonstrating the contrast between the current signage for Andover Conservation Land (left) and the permanent aluminum composite signage for AVIS conservation land (right).

## COMMUNITY DEVELOPMENT & PLANNING

### Project Justification and Purpose:

The addition of permanent aluminum composite maps and signs in our kiosks would be an excellent long-term investment that would cut down on current ongoing kiosk maintenance, while also demonstrating to the public the Town's commitment to managing and stewarding its open spaces in perpetuity. The installation of permanent interpretive panels along several trails, such as those installed throughout Al Retelle Reservation, would help to further engage the community by teaching visitors about the history of the land, the native communities that once lived there, the wildlife and plant communities on site, and much more.

This project would also support the much-needed improvement of diversity, equity, and inclusion across Town-managed properties. Currently, all existing informational and interpretive signs on Andover Conservation Land are only available in English. The proposed updated signage would include QR codes that, when scanned with a smartphone, will take users to a translated version of the sign in Mandarin or Spanish. This will greatly improve the inclusivity of Andover's open spaces and will increase accessibility for historically marginalized members of the community.

### Cost Estimate & Timing:

This project is targeted for FY23. The total funds requested is \$16,135.00, which would serve to update or install the various signage, kiosks, and interpretive panel needs for 19 different reservations across Andover. The costs associated with this request are broken down as follows:

#### *Aluminum Composite Signage*

Size	Quantity	Cost per Unit	Labor	Total Cost per Size
28"x26"	4	\$170.00	\$150.00	\$830.00
11"x17"	6	\$45.00	\$150.00	\$420.00
27"x25"	4	\$160.00	\$150.00	\$790.00
42"x45"	5	\$360.00	\$150.00	\$1,950.00
<b>Total Overall Cost for Signage</b>				<b>\$3,990.00</b>

#### *Interpretive Panel Installation*

Printing Cost	Quantity	Metal Brackets	Cost of 4x4 Posts
\$250.00	19	\$80.00	\$25.00
<b>Total Cost for Interpretive Panels</b>			<b>\$6,745.00</b>

#### *New Kiosk Installation*

Materials Cost	Quantity
\$600.00	9
<b>Total Cost of New Kiosk Installation</b>	<b>\$5,400.00</b>

**Total Cost for Entire Project: \$16,135**

## COMMUNITY DEVELOPMENT & PLANNING

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<b>Estimated Annual Operating or Maintenance Cost or Savings:</b>
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None.

<b>Town Manager's Recommendation:</b>
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The Town Manager does not support funding this request for FY23.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$16,135	\$0

## COMMUNITY DEVELOPMENT & PLANNING

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Main Street Public Amenity Space*

**CDP-4**

**Department Priority Ranking:** X  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY23:** FY24 Request  
**Original Dept. Request:** FY24 Request  
**Submitted by:** Paul Materazzo  
**Department:** Land Use Division

**Funding Source:** General Fund Revenue

**FY22 Dept. Request for FY23:** N/A

**Project Description:** This proposed project at the Town owned land abutting parking lot (Main Street Lot 1) would meet two recommendations in the 2016 Imagine Andover report – Active Space and Embracing Placemaking. This blighted area is ripe to embrace becoming an active space with a robust and creative placemaking area that would offer the public a vibrant, welcoming and a sense of pride in the community. The area would include furniture and amenity areas to sit, have lunch, and enjoy a placemaking activity. Neighboring businesses in this area often feel that the main activity happens near Old Town Hall. They would welcome and wholeheartedly support the idea of having a beautified area.

**Project Justification and Purpose:** During the post pandemic recovery and in concert with the Local Rapid Recovery Grant program we have heard the downtown business community is requesting additional attention and assistance from the Town. In addition to the need for a comprehensive marketing plan, the Town should increase and offer additional outdoor seating and amenity areas for the public to enjoy and increase outdoor options so widely requested by the general public. We have implemented pop up seating in front of Old Town Hall and it has been well received and are often found being used. This revitalization of this public area would give a renewed sense of pride in this section of downtown.

Thanks to a MADOT Shared Streets grant the Planning Department will be adding an Art Parklet in a section of this area mentioned above that will be in place from September 2021 through the end of the year. This will be a good test to see the reception to this improved area for public seating and public art.

**Cost Estimate & Timing:** \$200,000

**Estimated Annual Operating/Maintenance Cost or Savings:** TBD

**Town Manager's Recommendation:**

The Town Manager supports funding this future request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2024	\$200,000	\$200,000

## COMMUNITY DEVELOPMENT & PLANNING

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### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Bowling Green Feasibility Study – Develop Strategic Plan to enhance Community Space* **CDP-5**

**Department Priority Ranking: X**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY23:** **FY25 Request**  
**Original Dept. Request:** \$20,000  
**Submitted by:** Paul Materazzo  
**Department:** CD&P  
**Funding Source:** General Fund Revenue  
**FY22 Dept. Request for FY23:** \$20,000 (FY25)

#### **Project Description:**

The Bowling Green feasibility study will guide future improvements and redevelopment to municipal land, the existing abandoned municipal structure and abutting street network, with the goal of balancing the historic character of Shawsheen Village; its use as a community gathering place; its strategic location adjacent in the Shawsheen River; and its unique blend of both passive and active recreational spaces.

#### **Project Justification and Purpose:**

The project would seek to: Perform a feasibility study that will seek to enhance the historic character of Shawsheen Village by developing a suite of options that will improve pedestrian and vehicular safety along Haverhill Street and Balmoral Street, create a dynamic community space in Shawsheen Village and develop options for adaptive reuse of the existing municipal structure, while expanding recreational opportunities within the Bowling Green & adjacent Shawsheen River.

This project is intended to build off the momentum of the Shawsheen Renaissance Project & the Route 133 Corridor Study, which had identified public reinvestment in the Bowling Green.



# COMMUNITY DEVELOPMENT & PLANNING



## Cost Estimate & Timing:

This project is targeted for FY25 and is intended to compliment the Route 133 Corridor study. Total Cost Feasibility Study \$20,000, Design Services \$TBA, Construction \$ TBA– Total Request - \$

## Estimated Annual Operating/Maintenance Cost or Savings:

TBA based upon design

## Town Manager's Recommendation:

The Town Manager supports this future funding request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2025	\$20,000	\$20,000
2026	TBA based upon design	
2027		

# COMMUNITY DEVELOPMENT & PLANNING

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Adaptive Re-Use of Old Town Hall*

**CDP-6**

**Department Priority Ranking:** X

(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY23:** \$0

**Original Dept. Request:** \$30,000

**Submitted by:** Paul Materazzo

**Department:** CD&P

**Funding Source:** General Fund Revenue

**FY22 Dept. Request for FY23:** \$0

**Project Description:** The Old Town Hall is an amazing community asset that is in the immediate center of a vibrant and bustling downtown. This area is the centerpiece of downtown Andover and enjoys a robust retail, restaurant and service business compliment. Downtowns are considered by many the lifeblood of any town and Andover has an amazing downtown. Many residents and business owners have long remarked that it's a beautiful building, right in the center of town which is underutilized. In the Town's 2016 Imagine Andover report, which looked at a variety of initiatives to revitalize and strengthen the downtown, there were two recommendations that stated – "Create gathering spaces downtown to facilitate community engagement and draw residents downtown" and "Create active spaces by dedicating space and offering attractions, activities, and amenities for families and visitors of all ages."

Seeking to build off the recommendations of the Imagine Andover report and the Town's investment in the adjacent municipal parking lots, the Land Use Division seeks to hire a consultant to assist in investigating the possible re-use and a more community minded re-development of this valuable, community centered asset.

**Project Justification and Purpose:** The Town is actively engaged in the burgeoning arts and cultural scene through the Andover Cultural Council, Andover Arts and Culture Alliance and the Andover Artists Guild. Throughout the past year the topic of increased community engagement, activated space and accessibility have been a high priority discussion around the Old Town Hall.

Initial comments and recommendations from members of the above mentioned arts and culture community groups include:

- The location of the building is very attractive for live performance
- It's walkable from restaurants (and well suited to pre-show dinner/theater ticket combo packages)
- It's possible to put a sandwich board sign out front to attract attention
- Public parking is available and easy to access
- First floor space - great arts and culture community center, including an art gallery open to all and a possible co-working space
- Second floor space for performance space, weddings, special events, concerts, plays, etc.
- Host a winter market when weather conditions are not amenable to outdoor use
- Business Incubator with academic tenant



## COMMUNITY DEVELOPMENT & PLANNING

The envisioned end use would be a plan that would include a robust and inclusive community engagement process that is both open and engaging. Just as the Town has engaged the community, residents, and businesses in the past with the Historic Mill District and Town Yard Re-development project. This would be no different.

We would envision the following tenets for any plan moving forward:

- Community engagement
- Conceptual reuse designs and schemes
- Proven increased economic development to Town and area businesses
- Identification of Funding Sources – grants, historic preservation tax credits
- Disposition options
- Establish a Friends of Andover's Old Town Hall to best maneuver and plan for future re-use



**Cost Estimate & Timing: \$30,000**

### **Town Manager's Recommendation:**

The Town Manager does not support funding this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$30,000	\$0

## COMMUNITY DEVELOPMENT & PLANNING

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

PROJECT REQUEST: *Conservation Land Management*

**CDP-7**

**Department Priority Ranking:**

(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY23: \$15,000**

**Original Dept. Request: \$15,000**

**Submitted by: Conservation**

**Department: CD&P**

**Funding Source: General Fund Revenue**

**FY22 Dept. Request for FY23: \$15,000**

#### Project Description:

Annual budget for maintenance, surveying, land management, security gates and other improvements to foster the use of land currently owned by the Town and under the care and custody of the Conservation Commission.

#### Project Justification and Purpose:

The requested funds will allow the Town to manage and preserve the 2090 acres of open space and conservation lands.

#### Town Manager's Recommendation:

The Town Manager supports the funding request for FY23.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$15,000	\$15,000
2024	\$15,000	\$15,000
2025	\$15,000	\$15,000
2026	\$15,000	\$15,000
2027	\$15,000	\$15,000

## COMMUNITY DEVELOPMENT & PLANNING

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### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Review of Andover Wetlands Protection ByLaw*

**CDP-8**

**Department Priority Ranking:**

*(1 = highest, 2 = second highest, etc.)*

**TM's Rec. for FY23:** \$20,000

**Original Dept. Request:** \$20,000

**Submitted by:** Conservation Commission

**Department:** CD&P

**Funding Source:** General Fund Revenue

**FY22 Dept. Request for FY23:** \$0

<b>Project Description:</b>
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The Andover Wetlands Protection Bylaw (the Bylaw), which was adopted at the May 11, 1999 Andover Annual Town Meeting, as well as the Bylaw's implementing regulations (effective April 13, 2002), assists in protection of wetland resource areas and their buffer zones throughout Andover.

As listed in Section 1 of the Bylaw, the purpose of the Bylaw reads as follows:

*"The purpose of this by-law is to protect the wetlands, related water resources and adjoining land areas in the Town of Andover by controlling activities likely to have a significant or cumulative effect upon the important public values of those areas, which include, without limitation, the following: public or private water supply, groundwater supply, flood control, erosion and sedimentation control, storm damage prevention, protection of surrounding land and other homes or buildings, prevention of pollution of groundwater and surface water, fisheries, wildlife habitat, recreation and the historic and natural scenic character of wetland resource areas, watercourses, lakes and ponds (collectively, the "values protected by this by-law")."*

The scope of work proposed for this project is to engage a qualified environmental consulting firm and their Staff to review the Bylaw and its implementing regulations and to make recommendations for strengthening and updating the Bylaw and regulations.

Specifically, areas of review will include newly recognized scientific data related to increased storm event rainfall totals, housekeeping changes to increase clarity and readability in the Bylaw and regulations, and language regarding the Bylaw development setbacks to vernal pools.

The intent of this review will be to take a piecemeal, phased approach in eventually updating the Bylaw and regulations.

## COMMUNITY DEVELOPMENT & PLANNING

### Project Justification and Purpose:

Since the adoption of the Bylaw in May 1999, much has changed in the field of wetland and wetland buffer protection, along with the increasingly recognized and notable effects of climate change. In their review of wetland permit applications and projects, members of the Andover Conservation Commission have noted that, in their collective opinions, the Bylaw may need to be refreshed in select areas. Specifically, heightened risks of flooding, increased severity and frequency of storm events, and the critical role that wetlands play in retention and mitigation of flood waters have been discussed. It is through this lens that this CIP request is being submitted.

### Cost Estimate & Timing: \$20,000

A qualified environmental consulting firm – the Horsley Witten Group - that is frequently retained for peer review services by both Andover Conservation Staff and Andover Planning Staff have written a very basic, draft proposal for this project. Conservation Staff have estimated that this project may extend over a longer period of time than listed in the proposal, so additional funds past the draft proposal dollar amount have been requested.

### Estimated Annual Operating or Maintenance Cost or Savings:

None.

### Town Manager's Recommendation:

The Town Manager supports this request for FY23.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$20,000	\$20,000

## COMMUNITY DEVELOPMENT & PLANNING

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

#### PROJECT REQUEST: *Tactical Traffic Calming and Placemaking*

**CDP-9**

**Department Priority Ranking: X**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY23:** \$0  
**Original Dept. Request:** \$20,000  
**Submitted by:** Paul Materazzo  
**Department:** CD&P  
DPW/APD/Sustainability  
**Funding Source:** General Fund Revenue  
**FY22 Dept. Request for FY23:** \$0

#### Project Description:

Tactical, or quick-build, projects are innovative and creative ways for the Town to pilot changes to the public realm. This approach allows the Town to design low-cost, temporary changes to public spaces in order to study their effects before implementing permanent, costly infrastructure.

An example of Tactical Traffic Calming would be the use of flex posts and paint to create chicanes on neighborhood streets where cars are unlawfully travelling above the speed limit. This intervention would allow the design of the road to dictate the speed of travel consistent with the posted speed limits. If the intervention is successful, then permanent curb extensions to create chicanes in place of the tactical chicanes would be placed. This process of implementation would allow the Town to be confident that the money spent on such infrastructure would be effective.

An example of Tactical Placemaking is the outdoor dining scheme that the Town implemented. This approach created a place for people and businesses where there was none before at relatively low costs. The scheme has been successful, and considers review of whether permanent sidewalk bump outs are feasible to enhance the public realm.

#### Project Justification and Purpose:

Safe and comfortable public spaces are essential for strong community development, growth of small businesses, public health, climate change mitigation and civic engagement. To support all of these aspects, it is important to study and understand where we need to improve our public spaces to allow for all of these aspects to take place. Tactical approaches to public spaces will allow the Town to test out changes before making long-term investments. This could save the Town money and provide a way to make changes that can be removed if they are not effective.

#### Cost Estimate & Timing:

Total Cost Feasibility Study, Design Services \$TBA, Construction \$20,000 – Total Request - \$

#### Town Manager's Recommendation:

The Town Manager does not support this funding request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$20,000	\$0

## COMMUNITY DEVELOPMENT & PLANNING

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *CD&P Record Scanning Project*

**CDP-11**

**Department Priority Ranking:**

*(1 = highest, 2 = second highest, etc.)*

**TM's Rec. for FY23:** \$0

**Original Dept. Request:** \$100,000

**Submitted by:** Andrew Flanagan

**Department:** CD&P & IT

**Funding Source:** General Fund Revenue

**FY22 Dept. Request for FY23:** \$100,000

#### **Project Description:**

CD&P was funded to conduct a digital records study to develop the framework to determine a target Enterprise Content Management (ECD) platform. In collaboration with the IT Department this project seeks to identify an ECD platform for records management software, which will facilitate the scanning and indexing of all documents within CD&P and allow for them to be retrievable online. This process will increase transparency as volumes of public records will become available to the public, while increasing staff efficiency when retrieving, searching, collating and refiling records. Since the enactment of the new public records law, CD&P has been overwhelmed with public records requests. In FY19 CD&P has received over 264 public records requests. Indexing all the records will increase the efficiency of the office staff and will enable us to provide the information to the public in a quick and timely manner.

#### **Project Justification and Purpose:**

The IT Department will lead this effort in identifying the technology solution that we will use for the records management. The purpose of this CIP request is to acquire the necessary funding for the records management software and additional scanning of records. We intend to use competitive bidding to select a vendor for the software which will then be used to implement a comprehensive multi-year scanning project. FY21-25 funding is being requested to support expansion of this project for additional departments. The pilot project will also examine whether application and permitting fees should be increased for the continuation of scanning records as new plans and projects are submitted.

#### **Cost Estimate & Timing:**

#### **Estimated Annual Operating/Maintenance Cost or Savings:**

#### **Town Manager's Recommendation:**

The Town Manager does not support funding this request for FY23 – FY27. Funds were appropriated in FY19 for a digital record study which needs to be completed before funds are provided for this request.

## COMMUNITY DEVELOPMENT & PLANNING

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<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2023</b>	\$100,000	\$0
<b>2024</b>	\$100,000	\$100,000
<b>2025</b>	\$100,000	\$100,000
<b>2026</b>	\$100,000	\$100,000
<b>2027</b>	\$100,000	\$100,000

## COMMUNITY DEVELOPMENT & PLANNING

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Conservation Field Mower*

**CDP-12**

**Department Priority Ranking:**

*(1 = highest, 2 = second highest, etc.)*

**TM's Rec. for FY23:** **\$0**

**Original Dept. Request:** \$29,000

**Submitted by:** Robert Douglas

**Department:** CD&P

**Funding Source:** General Fund Revenue

**FY22 Dept. Request for FY23:** \$29,000 Requested FY22 –  
Not Funded

#### **Project Description:**

The purchase of a mower for the fields on Conservation lands is a long term solution to the essential preservation of critical meadow and field habitat in Andover. This CIP funding request will allow for the purchase of a mower and a trailer - for its transport and storage.



#### **Project Justification and Purpose:**

Open meadows and fields, are increasingly rare in Andover and the state. At one time Massachusetts was dominated by farms and fields, however now forests cover the Bay State. The meadow biome is critical to many types of animals, butterflies and birds. It is one of the Andover Conservation Commission's long term goals to protect and expand this type of habitat. Additionally, meadows are very desirable for recreational hikers, birdwatchers, scout overnights, dog walkers and other uses. For many years we have been using borrowed mowing equipment, and that time is likely coming to an end as the gear may be unavailable. The purchase of the tractor, mower and trailer would give us long term independence to



## COMMUNITY DEVELOPMENT & PLANNING

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maintain this critical habitat. Yearly operating costs of the mowing equipment are low, estimated to be \$200 per year.

<b>Cost Estimate &amp; Timing:</b>
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This project is targeted for FY24 and is intended to fill the long term need for a Conservation mower.  
Request - \$29,000.

**Ventrac 4500 tractor base price \$19,000.**

**Brush mower attachment \$4000.**

**Enclosed trailer to transport and store \$6,000.**

<b>Estimated Annual Operating or Maintenance Cost or Savings:</b>
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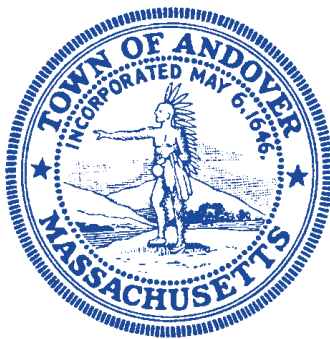
Estimated costs; oil, belts, gas. \$200/year.

<b>Town Manager's Recommendation:</b>
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The Town Manager does not support this funding request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$29,000	\$0

# POLICE DEPARTMENT



# POLICE DEPARTMENT

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

PROJECT REQUEST: *Police Vehicle Replacement*

**POL-1**

Department Priority Ranking: **1**  
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY23: **\$205,000**  
Original Dept. Request: \$205,000  
Submitted by: Police Chief  
Department: Police Department  
Funding Source: General Fund Revenue –  
TM - Free Cash  
FY22 Dept. Request for FY23: \$205,000

### Project Description:

- Replace 4 Police cruisers
- Replace 1 Unmarked Cruiser

### Project Justification and Purpose:

- Generally marked cruisers are replaced every three years and unmarked cruisers and special utility vehicles are replaced every 5-6 years. The determination as to which vehicles are traded in each year is made on a case by case basis depending on the mileage, hours of use and the overall condition of the vehicle. Purchase of these vehicles will allow the Department to continue with the rotational replacement program and avoid major repair costs and downtime.

### Cost Estimate & Timing:

- \$205,000 per year

### Estimated Annual Cost or Savings of Operation and Maintenance:

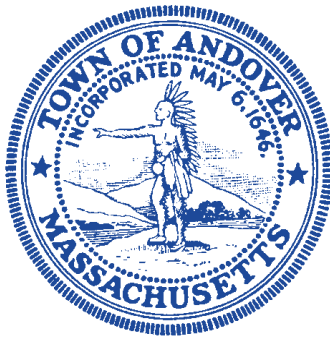
- Varies by vehicle

### Town Manager's Recommendation:

The Town Manager supports funding the FY23 request from free cash.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$205,000	\$205,000
2024	\$205,000	\$205,000
2025	\$225,000	\$225,000
2026	\$225,000	\$225,000
2027	\$225,000	\$225,000

# FIRE RESCUE



# FIRE RESCUE

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

### PROJECT REQUEST: *Fire Rescue Vehicles*

**FR-1**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY23:** \$200,000  
**Original Dept. Request:** \$260,000  
**Submitted by:** Chief Michael Mansfield  
**Department:** Fire Rescue  
**Funding Source:** Free Cash/General Fund  
Borrowing

**FY22 Dept. Request for FY23:** \$72,000

#### **Project Description:**

Replace the following vehicles:

#### **FY23**

2011 Chevrolet Tahoe – Car 4  
2013 Chevrolet Tahoe – Car 3  
2004 Ford Pick-up – Forestry 2

#### **FY24**

2014 Chevrolet Tahoe – Car 2  
2014 International 4300 Ambulance 3

#### **FY25**

1994 Ford F450 – Utility bucket truck

#### **FY 26**

2006 Pierce Aerial Ladder –Ladder 2

#### **FY 27**

2003 Chevrolet EXPC Utility Box Truck

#### **Project Justification and Purpose:**

#### **FY 23**

**2011 Chevrolet Tahoe – Car 4** This request was deferred in FY 21 and FY 22 for FY 23 consideration. This vehicle is the only reserve staff vehicle assigned to Andover Fire Rescue. This vehicle is utilized as a “back-up” for the three first line staff vehicle and is placed in service when they are in need of repair and/or preventative maintenance. This vehicle responds to emergency incidents such as multiple alarm fires and large scale events when there is a need for additional Command staff on scene. It is utilized for personnel that are attending the Massachusetts Firefighting Academy and by the Deputy Chiefs when they are called in due to an emergency situation.

#### **2013 Chevrolet Tahoe – Car 3**

This vehicle is assigned on a daily basis to the Fire Prevention Officer so that he can perform the required duties of the position such as, various residential and commercial inspections, issuance of a myriad of permits required by state statute, planning meetings, investigations of code violations and acting as the

## **FIRE RESCUE**

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Incident Safety Officer at emergency scenes.

Car 3 was originally Car 1 for a short period of time and was then designated as Car 3 as the result of the vehicle needing replacement due to repair costs and transmission issues.

### **2004 Ford Pick-Up – Forestry 2**

Forestry 2 is housed at the West Fire Station and serves as one of two forestry firefighting vehicles within the fleet. This apparatus responds to brush or wildland fires within the community and also serves as a utility truck when performing at rescue responses that require lengthy extrications of injured people in wooded areas and those areas that pose access challenges. This response unit has already had significant body and mechanical work performed on it to maintain its serviceability and reliability and is in need of additional work at this time.

### **FY 24**

#### **2014 International SER - Ambulance 3**

This vehicle was utilized as a front line response vehicle for five years and serves as a back line reserve vehicle and is placed back into front line status when required due to preventative maintenance or mechanical malfunctions of the current front line response ambulances

The current vehicle may be traded in to offset some of the purchase costs of the replacement vehicle.

Because these ambulances are operating much of the time, they are utilized as front line vehicles and then when replaced put into a back-up vehicle status for additional years of service.

The entire community of Andover will benefit from this project by having reliable and efficient apparatus to meet the needs of those who require EMS services. The consequences of deferring this project will result in increased unreliability, decreased organizational efficiency and an increase in maintenance costs.

#### **2014 Chevrolet Tahoe – Car 2**

This vehicle is assigned on a daily basis to the on duty shift commander/Deputy Chief in charge of the shift so that he can perform the required inspections on a daily basis. This vehicle is utilized by the on-duty Deputy Chief's each and every day for emergency response and to perform their daily duties as assigned.

This vehicle is equipped with specialized radio communications equipment and computer technology that assists them while they are the Incident Commander (OIC) at emergency scenes.

### **FY 25**

#### **1994 Ford F450 – Fire Alarm Bucket/Boom Truck**

This vehicle is equipped with a boom to allow personnel the ability to maintain current fire alarm and public safety communications fiber optics and serves as a back-up to the Facilities truck when undergoing repairs or preventative maintenance. The current vehicle does not meet current standards and will require substantial body work and there is a lack of parts available to maintain the vehicle which will force the department to decommission it.

### **FY 26**

#### **2006 Pierce 105 foot Aerial Ladder-Ladder 2**

This vehicle serves as the back-up or reserve aerial ladder that is placed in service when Ladder 1 is out of service for preventative maintenance or other repairs and service.

The Insurance Services Organization requires the community to have a back-up aerial ladder that can be placed in service immediately when needed as a front line vehicle. Ladder 2 is also placed into service and is manned when Ladder 1 is called out of town for mutual aid assistance in other communities which allows Andover Fire Rescue to maintain response service levels to the town.

## **FIRE RESCUE**

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### **FY 27**

#### **2003 Chevrolet EXPC Utility – Air Supply**

This vehicle houses a portable air supply, specialized Technical Rescue equipment, and firefighter rehabilitation equipment. This vehicle responds to all incidents where a portable air supply is required and where firefighter rehab is necessary and required by NFPA Standards.

<b>Cost Estimate &amp; Timing:</b>
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### **FY 23**

- **2011 Chevrolet Tahoe – Car 4**

\$72,000 based upon current bid specifications and consistency of fleet for warranty, ease of locating replacement parts and repairs. This replacement was deferred from FY 21 and has developed some mechanical issues which have decreased the vehicles dependability. This vehicle is also equipped with radio communications equipment, computer technology, and emergency response lighting to be used in emergency response and operations.

- **2013 Chevrolet Tahoe – Car 3**

\$72,000 based upon current bid specifications and consistency of fleet for warranty, ease of locating replacement parts and repairs. This vehicle is also equipped with radio communications equipment. Computer technology, and emergency response lighting

### **FY 24**

- **2014 International 4300 – Ambulance 3**

\$370,000 based upon current bid specifications as arranged by EMS Apparatus Committee and current NFPA standards.

- **2013 Chevrolet Tahoe – Car 2**

\$80,000 based upon current bid specifications and consistency of fleet for warranty, ease of locating replacement parts and repairs. This vehicle is also equipped with radio communications equipment. Computer technology, and emergency response lighting.

### **FY 25**

- **1994 Ford F450 – Fire Alarm Bucket/Boom Truck**

\$150,000 based upon current bid specifications and town wide fleet consistency for warranty, and ease of locating replacement parts and repairs. This vehicle is equipped with a boom to allow personnel the ability to maintain current fire alarm and public safety communications fiber optics and serves as a back-up to the Facilities truck when undergoing repairs or preventative maintenance.

### **FY 26**

- **2006 Pierce Aerial Ladder – Ladder 2**

\$1,300,000 based upon bid specifications and cost increases anticipated. Purchase from this manufacturer would maintain fleet consistency for operations, warranty, firefighter safety, and ease of locating parts for repairs.

### **FY 27**

#### **2003 Chevrolet EXPC Utility – Air Supply**

\$225,000 based upon bid specifications and the anticipated cost increases due to new emissions standards and mandated safety features. This vehicle is equipped with a portable air supply system that responds to emergency scenes where additional breathing air requirements exist. The vehicle also has specialized Technical Rescue equipment on board to provide additional levels of safety for those on scene and also acts as a mobile firefighter rehabilitation unit as well.

## FIRE RESCUE

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### Estimated Annual Operating or Maintenance Cost or Savings:

All of the vehicle replacements are recommended based upon the Andover Fire Rescue vehicle replacement schedule developed in 2007 and revised in 2021. The replacement schedule was formulated so that Andover Fire Rescue could forecast their vehicle replacements based on industry standards and the overall use of the specific vehicles within the fleet. These replacements are usually necessary based upon their lack of reliability, firefighter safety, cost of maintenance, and technology upgrades. However, each apparatus replacement is reviewed on a case by case basis.

Engines are scheduled to be replaced every twenty (20) years.  
Ladders are scheduled to be replaced every twenty (20) years.  
Ambulances are scheduled to be replaced every ten (10) years.  
Staff vehicles are scheduled to be replaced every ten (10) years

### Town Manager's Recommendation

The Town Manager supports funding the FY23 request for \$145,000.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$260,000	\$145,000
2024	\$450,000	\$450,000
2025	\$150,000	\$150,000
2026	\$1,300,000	\$1,300,000
2027	\$225,000	\$225,000



# FIRE RESCUE

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Multi Band Portable Radios*

**FR-2**

**Department Priority Ranking: 1**

*(1 = highest, 2 = second highest, etc.)*

**TM's Rec. for FY23:** FY23 \$200,000/FY24 \$185,000

**Original Dept. Request:** \$385,000

**Submitted by:** Fire Chief M. Mansfield

**Department :** Andover Fire Rescue

**Funding Source:** General Fund Borrowing

**FY22 Dept. Request for FY23:** \$0

### Project Description:

Andover Fire Rescue is seeking this funding to be able to purchase (62) multiband portable radios for use during emergency incidents when operating within the community of Andover and any multijurisdictional emergency.

### Project Justification and Purpose:

This request was developed through a recommendation made in the Merrimack Valley Gas Explosion After Action Report (AAR) by the Edward Davis Consulting firm. The recommendation was made due to the inability for Andover Fire Rescue personnel to communicate with other fire and EMS departments because of the differences in radio frequency band widths being used. This inefficiency drastically reduces the safety of the first responders as their ability to communicate with others operating at the same incident is impossible.

In addition, our current portable radios are no longer being supported by the manufacturer due to their age and lack of parts supply to repair those that need servicing.

The purchase of this radio equipment will allow all Andover Fire Rescue personnel the ability to communicate with any other emergency jurisdiction that may respond to our community regardless of the frequency they are utilizing. This equipment will also increase personnel safety when Andover Fire Rescue assets are requested to respond mutual aid to any community.

### Cost Estimate & Timing:

It is estimated that it will cost approximately \$385,000 to purchase, program, and train the personnel on the use of this equipment.

### Estimated Annual Operating or Maintenance Cost or Savings:

The estimated operating and maintenance costs will be approximately \$2,000 annually.

### Town Manager's Recommendation:

The Town Manager supports funding \$200,000 in FY23 and \$185,000 in FY24.

## FIRE RESCUE

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Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$385,000	\$200,000
2024		\$185,000

# FIRE RESCUE

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

### PROJECT REQUEST: *Radio Box Repeater System*

**FR-3**

**Department Priority Ranking: 1**

*(1 = highest, 2 = second highest, etc.)*

**TM's Rec. for FY23: \$0**

**Original Dept. Request: \$120,000**

**Submitted by: Chief M. Mansfield**

**Department: Fire Rescue**

**Funding Source: General Fund Revenue**

**FY22 Dept. Request for FY23: \$0**

#### **Project Description:**

This project would allow for the installation of a radio box repeater system to be installed at Fire Headquarters and the new Ballardvale Fire Station. The current radio box system is beginning to experience weak signals transmitted to the Public Safety Dispatch Center. If approved, this system will allow for the retransmission of all boxes to all three fire stations and allow for digital readouts of the emergency incident locations within the apparatus bays.

The transmissions are sent to the Communications Center through the use of radio frequencies to transmit alarms of fire or any other type of emergency that may exist in any commercial, industrial or municipal building throughout the Town of Andover. Weak signal reception could lead to the systems inability to reliably transmit emergency alarms to the Andover Public Safety Communications Center and retransmit to all of the fire stations.

#### **Project Justification and Purpose:**

Installation of the Radio Box Repeater would boost the radio box signal to the Andover Public Safety Dispatch Center so that the system would regain its reliability and guaranty that all transmitted radio boxes would be received at the Andover Public Safety Communications Center. This will increase the safety of the public working or residing in the buildings currently monitored by these systems and ensure expedient and emergency response by Andover Fire Rescue to the correct locations.

This is Phase II of a two phase project that will also replace all dated and unsupported equipment in the Communications Dispatch area.

#### **Cost Estimate & Timing:**

The cost of the new equipment is estimated at \$120,000 and would be ordered and installed in the first quarter of FY 2023

#### **Estimated Annual Operating or Maintenance Cost or Savings:**

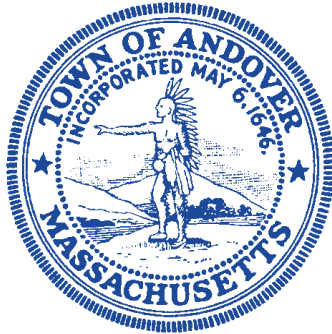
Operating costs for the units is estimated to be approximately \$150.00 annually. This cost is directly associated with the maintenance of the unit.

#### **Town Manager's Recommendation:**

The Town Manager does not support the FY23 request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$120,000	\$0

# PUBLIC WORKS



# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Major Annual Road Maintenance*

**DPW-1**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY23:** \$1,364,279  
**Original Dept. Request:** \$1,364,279  
**Submitted by:** Christopher Cronin, Director  
**Department:** Public Works  
**Funding Source:** State Chapter 90 Funds  
**FY22 Dept. Request for FY23:** \$1,364,279

### Project Description:

To provide major maintenance and repairs to town roads and bridges as allowed under the Chapter 90 State Aid Highway Guidelines adopted by the MA Public Works Commission including but not limited to reconstruction, resurfacing, engineering, sidewalks, traffic control or any other allowable transportation related expenses.

Actual roads that will receive treatment are determined based on an annual review and evaluation by Department of Public Works personnel, approval by Massachusetts State Aid Office and coordination with water and sewer construction schedules to avoid street cuts into newly paved streets.

### Project Justification and Purpose:

New roads have an expected life of 20 to 25 years before major maintenance is required. Costs are less the earlier this maintenance can be accomplished plus the public gains through higher property values and less wear and tear on vehicles and fewer damage claims.

### Cost Estimate & Timing:

\$1,364,279 estimated per year at current state allocation.

### Estimated Annual Operating or Maintenance Cost or Savings:

N/A

### Town Manager's Recommendation:

The Town Manager supports this request to use Chapter 90 funds.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$1,364,279	\$1,364,279
2024	\$1,364,279	\$1,364,279
2025	\$1,364,279	\$1,364,279
2026	\$1,364,279	\$1,364,279
2027	\$1,364,279	\$1,364,279

## PUBLIC WORKS

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Minor Sidewalk Repairs*

**DPW-2**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY23:** \$250,000  
**Original Dept. Request:** \$250,000  
**Submitted by:** Christopher Cronin, Director  
**Department:** Public Works  
**Funding Source:** Free Cash  
**FY22 Dept. Request for FY23:** \$250,000

#### Project Description:

This funding will be used to make minor safety related repairs to existing Town sidewalks, using a combination of Town forces and contractors.

#### Project Justification and Purpose:

Minor sidewalk repairs are needed in various locations to address deteriorating surfaces for pedestrian safety and accessibility purposes. These streets may include sections of, but not limited to: Abbot Street, Beacon Street, Central Street, Holt Road, Lowell Street, Pine Street, Washington Avenue and Woburn Street.

#### Cost Estimate & Timing:

\$250,000 for FY23 through FY27

#### Estimated Annual Operating or Maintenance Cost or Savings:

#### Town Manager's Recommendation:

The Town Manager supports the funding request for FY23.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$250,000	\$250,000
2024	\$250,000	\$250,000
2025	\$250,000	\$250,000
2026	\$250,000	\$250,000
2027	\$250,000	\$250,000

## PUBLIC WORKS

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Road Maintenance*

**DPW-3**

**Department Priority Ranking: 2**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY23:** \$0  
**Original Dept. Request:** \$1,500,000  
**Submitted by:** Christopher Cronin,  
Director  
**Department:** Public Works  
**Funding Source:** General Fund Borrowing  
**FY22 Dept. Request for FY23:** \$1,250,000

#### Project Description:

Maintenance of public roads, pave with bituminous concrete (asphalt), 5 miles of road per year.

#### Project Justification and Purpose:

The Town of Andover has approximately 200 miles of road to maintain. The average life span for a properly built road is 20 years. In order to properly maintain our roadways, 10 miles of roads will need minor to major work every year to continue with a quality road program. Approximately 5 miles of roadways are repaved/reconstructed per year with a combination of the following sources: private contractors, State Chapter 90 funding, and the Town of Andover in conjunction with water and sewer improvements. For the past 5 years, an average of 5 miles of road are deferred per year due to the lack of adequate funding. We are now potentially in a deficit of 25 miles, or more, of paving being deferred.

In order to provide some reconstruction and maintenance to our roadway system, an additional \$1,500,000 is being requested with the anticipation of a Roadway Maintenance Program being instituted going forward.

#### Cost Estimate & Timing:

\$1,500,000 is the requested funding for FY2023 for Road Maintenance.

#### Estimated Annual Operating or Maintenance Cost or Savings:

#### Town Manager's Recommendation:

The Town Manager does not support funding this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$1,500,000	\$0
2024	\$1,500,000	\$0
2025	\$1,500,000	\$0
2026	\$1,500,000	\$0
2027	\$1,500,000	\$0

## PUBLIC WORKS

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

#### PROJECT REQUEST: *Town Sidewalk Program*

**DPW-4**

**Department Priority Ranking: 2**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY23:** \$850,000  
**Original Dept. Request:** \$1,000,000  
**Submitted by:** Christopher Cronin,  
Director  
**Department:** Public Works  
**Funding Source:** General Fund Borrowing  
**FY22 Dept. Request for FY23:** \$950,000 (TM-2)

#### Project Description

This capital request would provide \$600,000 for the installation of new sidewalks and \$400,000 for the repair of existing sidewalks.

#### Project Justification and Purpose

It is a strategic goal of the Select Board and Town Manager to establish a sidewalk program. Recognizing the need for the installation of new sidewalks, as well as the repair and replacement of existing sidewalk, this new program represents a target of 10% of certified free cash balance. When combined with the small sidewalk repair program, the overall funding for sidewalk replacement. The

The Sidewalk Program will be reflective of the Sidewalk Master Plan that was formalized in 2001. This plan gives priority to constructing sidewalks on at least one side of many streets within one mile of a school or other municipal facility, which generates heavy pedestrian traffic.

#### Cost Estimate & Timing

The projected costs incorporate a base figure of \$121/ft., which includes new bituminous concrete sidewalks, and granite curbs, and trees. Additional items such as engineering, police, retaining walls, guardrail and drainage structures, where necessary at each location, are also incorporated. \$1,000,000 annual appropriation.

#### Estimated Annual Operating

N/A

#### Town Manager's Recommendation:

The Town Manager supports funding this request for FY23.



## PUBLIC WORKS

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<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2023</b>	\$1,000,000	\$850,000
<b>2024</b>	\$1,000,000	\$1,000,000
<b>2025</b>	\$1,000,000	\$1,000,000
<b>2026</b>	\$1,000,000	\$1,000,000
<b>2027</b>	\$1,000,000	\$1,000,000

## PUBLIC WORKS

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

#### PROJECT REQUEST: *Irrigation Systems Replacement/Rehabilitation* DPW-5

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY23:** \$0  
**Original Dept. Request:** \$10,000  
**Submitted by:** Christopher Cronin,  
Director  
**Department:** Public Works  
**Funding Source:** General Fund Revenue  
**FY22 Dept. Request for FY23:** \$0

#### Project Description:

To provide replacement and/or rehabilitation to the existing irrigation systems around Town. There are currently 21 systems in Town that consist of a total of 254 zones, 1,289 irrigation sprinkler heads and 75 spigots. This project would consist of replacement or rehabilitation where possible on a system or two per year, depending on the size of the system.

#### Project Justification and Purpose:

The irrigation systems in Town are 15-25 years old, with the exception of The Bancroft School system which was replaced with the construction of the new school. Having the irrigation systems scheduled for replacement every 15 years will help reduce the annual cost of repairs necessary to keep the systems operational.

#### Cost Estimate & Timing:

\$10,000 estimated per year

#### Estimated Annual Operating or Maintenance Cost or Savings:

N/A

#### Town Manager's Recommendation:

The Town Manager does not support funding this request for FY23.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$10,000	\$0
2024	\$10,000	\$0
2025	\$10,000	\$0
2026	\$10,000	\$0
2027	\$10,000	\$0

## PUBLIC WORKS

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Storm Water Management*

**DPW-6**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY23:** \$0  
**Original Dept. Request:** \$100,000  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** General Fund Revenue  
**FY22 Dept. Request for FY23:** \$100,000

#### **Project Description:**

Under the EPA National Pollutant Discharge Elimination System (NPDES) Phase II Storm Water Permit Program that was signed into law in October 1999, the Town of Andover was required to obtain a permit for our municipal storm water discharges. This required the implementation of a Storm Water Management Program (SWMP), which included a number of tasks to be accomplished to improve water quality by reducing the discharge of pollutants from storm water runoff into the local rivers, ponds, streams and other receiving water bodies. The SWMP outlined the town's plan for public education and involvement, mapping the storm drainage system, inspecting outfalls, sampling discharges, detection and elimination of illicit discharges, pollution prevention plans, management of storm water during and after land disturbance activities, and implementation of best management practices. Funds are necessary to update the SWMP to meet the new regulations for the 2<sup>nd</sup> permit term and to continue implementation of the necessary tasks.

#### **Project Justification and Purpose:**

In July 2003, Andover was issued a general permit for the first 5-year term for implementation of the SWMP. EPA initially issued draft regulations for the second 5-year permit in November 2010. After several delays the second 5-year permit became effective July 1, 2018.

To comply with the Federal mandate, the Town is required to further expand the activities of the existing permit under the new permit. This will enable Andover to meet the EPA requirements with the implementation of sound responsible storm water operation and maintenance practices, and help to protect the quality of our receiving waters.

The 2001, 2002 and 2003 Annual Town Meetings approved \$75,000 each year and ATM 2008 appropriated \$50,000 for continuing the program. An additional funding amount of \$100,000 was approved at ATM 2017 to begin the implementation of the Program requirements under the new 5-year permit term. These funds will be used to begin the work starting on the new permit. At this time, \$100,000 is projected for future years FY 2023 – 2027, however the figure may change as the updated SWMP is developed.

The cost of any major improvements, which may result from the drainage outfall inspection and system assessment and/or storm water regulations, is yet to be determined. Funds for these improvements will be needed in future years after the locations of illicit discharges have been identified and costs have been determined.

#### **Cost Estimate & Timing:**

Funds have been approved in 2001, 2002 and 2003 that have allowed the initial engineering study of the Town's facilities, operational procedures and regulations relative to the EPA requirements and for the preparation of the Storm Water Management Plan. These funds have also enabled for the implementation of the recommendations and improvements in SWMP such as installing gas/oil separators at four town buildings, necessary engineering services for outfall inspections and storm drain mapping, preparation of a

## PUBLIC WORKS

storm water bylaw, and eliminating four illicit discharges that were found, and preparation of the annual report to EPA. Funds will be necessary to continue and expand the permit requirements including engineering services, system mapping, dry and wet weather sampling, annual reports, detection and elimination of illicit discharges, implementation of good housekeeping maintenance activities at town facilities and other necessary services, equipment and improvements. Recent drain outfall inspections have detected several locations of possible illicit connections, which are under investigation and will need to be corrected and eliminated. Funds for the construction and implementation of the storm water management program will be necessary to address other problems that are identified as the evaluation and assessment of the town's drainage system progresses. Major improvements may be needed at some point in the future. The cost of such major improvements has yet to be determined.

**Estimated Annual Operating or Maintenance Cost or Savings:**

There will be additional operational costs associated with the implementation of the program. These costs will not be known until the evaluation and assessment of the town's drainage system is completed.

**Town Manager's Recommendation:**

The Town Manager does not support funding this request for FY23.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$100,000	\$0
2024	\$100,000	\$0
2025	\$100,000	\$0
2026	\$100,000	\$0
2027	\$100,000	\$0

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

### PROJECT REQUEST: *Public Works Vehicles*

**DPW-7**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY22:** a.\$150,000 b. \$400,000  
**Dept. Request:** a. \$301,650 b. \$620,000  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** a. General Fund Revenue  
b. General Fund Borrowing  
**FY22 Dept. Request for FY23:** a. \$115,000 b. \$620,000

Dept.	Vehicle #	Year	Make/Model	FY23	FY24	FY25	FY26	FY27
Cemetery	65	2018	Ford F350 1Ton F3HZ 145 4X4 Reg Chas Cab Drw					
Cemetery	66	2019	Ford F550 Dump 1 Ton 4X4, Dump body					
Cemetery	68	2018	John Deere Backhoe Loader 310L				138,000	
Cemetery	Trailer-1	1996	Vermeer Brush Chipper (SPARE)		63,000			
Park	60	2009	Ford F350 Dump 4x2					65,000
Park	61	2019	Ford F550 2 Ton Dump F5H7 145 4X4 Reg Chas Cab Drw				49,350	
Park	62	2006	Ford F350 1 Ton Rack Body w/tailgate 4x2					
Park	63	2020	Ford F-350 1T F3H 145 4X4 REG CHAS CAB DRW					
Park	64	2016	Ford F250 3/4 Ton X2B 142 4X4 Supercab SRW Pickup			47,250		
Park	65	2015	Jacobsen HR 9016 T Kubota Turbo Diesel Tractor Mower	78,750				
Park	66	2012	Toro Ground Master 4700-D Mower 4x4					
Park	Tractor-1	2018	Kubota Tractor M7060HDC12		68,250			
Park								
Forestry	20	2019	Ford F150 1/2T Pickup 141 RegCab 4X4 SS					
Forestry	51	2012	Ford F550 2T FSH DRW w chip body					
Forestry	52	2016	Mack, GU432					
Forestry	53	2018	Freightliner M2 106 Truck			250,000		
Forestry	54	1999	GMC C Series Bucket Truck - Diesel					
Forestry	55	2006	Kubota Tractor					
Forestry	56	2004	Vermeer Stump Cutter (Diesel Only)					
Forestry	57	2017	Brush Bandit Chipper Model 1390XP - 15" Drum Style				45,000	
Forestry	TUB	2014	Morbark Tub Grinder 950 Trailer					200,000
Vehicle Maintenance	8	2019	Ford F150 1/2T Pickup 141 Reg Cab 4X4 SS					
Vehicle Maintenance	18	2002	Ford Ranger Ext.Cab Pickup 4x4	40,000				
Vehicle Maintenance	86	2020	Ford F-550 2T 169 4X4 REG CHAS CAB DRW, Maintainer Body, w/ crane					
Vehicle Maintenance	87	2006	Ford F250 3/4T 137 SD Reg Cab SRW 4X4	50,000				
Vehicle Maintenance	88		Komatsu FG25T-16, 5000# Capacity, I.C. Pneumatic Tire Forklift					
Vehicle Maintenance	Trailer 2-GEN	2001	Utility Trailer for Powergard 60KW Kohler Emergency Generator		12,000			
			Cemetery, Parks, Forestry Total Request	168,750	143,250	297,250	232,350	265,000

## PUBLIC WORKS

Dept.	Vehicle #	Year	Make/Model	FY23	FY24	FY25	FY26	FY27
Highway	1	2012	Mack Dump Truck w/2 CaCl Tanks (6wh)	210,000				
Highway	3	2012	Mack Dump Truck w/2 CaCl Tanks (6wh)	210,000				
Highway	4	2009	Mack Dump Truck w/2 CaCl Tanks (6wh)					
Highway	5	2020	Mack GR42R Dump Truck					
Highway	6	2009	Mack RD Dump Truck w/2 CaCl Tanks (6wh)					
Highway	7	2019	Freightliner M2 106 26,000 GVW					
Highway	8	2012	Mack Dump Truck w/2 CaCl Tanks (6wh)					
Highway	9	2020	Mack GR64F Dump Truck					
Highway	10	2015	Mack RD 690P Dump Truck w/2 CACI Tanks (6wh)		210,000			
Highway	11	2013	Mack RD Dump Truck w/2 CACI Tanks (6wh)	200,000				
Highway	12	2013	Caterpillar Wheel Loader Model 938G			200,000		
Highway	13	2019	Caterpillar Loader Model 938M					
Highway	14	2017	Ford F450, 4x4 w/Plow				55,000	
Highway	15	2018	Ford F450 1 1/2T F4H 145 SD 4X4 Chas Cab Drw					
Highway	16	2011	Ford F450 1 Ton Supercab F47 Chassis Rack w/Plow - (new body & tailgate in FY16)					
Highway	17	2015	Ford Drwsup F450 1 Ton Dump Truck			55,000		
Highway	18	2020	Ford F150 1/2 Ton Supercab 4x4 SS 145 Pickup					
Highway	19	2017	Ford Escape 1/2T SE U9G 4WD Dr Utility					50,000
Highway	20	2017	Ford F450 1 1/2T Supe F4H 169 4x4 Reg Chas Cab Drw					
Highway	21	2020	Mack GR24F Dump Truck					
Highway	22	2017	Mack 10-Wheeler w/2 CACI Tanks (10wh)				200,000	
Highway	23	2017	Mack 10-Wheeler w/2 CACI Tanks (10wh)				200,000	
Highway	24	2013	Ford F350, 1 Ton Regular cab 4X4 Pickup					
Highway	25	2019	Ford F450 1 Ton 4x4 1 ton, Gasoline, w/ plow					
Highway	26	2014	Bobcat Skidsteer 773T Loader		49,500			
Highway	27	2016	Bobcat Skidsteer S570 Loader			51,750		
Highway	28	2014	Holder Tractor C992 w/attachments		192,500			
Highway	29	2015	Holder Tractor C992 w/attachments			201,250		
Engineering	39	2013	Ford F350					
Highway	51	2013	Wacker Neuson WL-30 Articulated Wheel Loader		137,500			
Highway	52	2015	Falcon Asphalt Recycler & Hot Box, Trailer Mounted	50,400				
Highway	53	2017	Prinoth SW4S Sidewalk Plow Welded Cab					100,000
Highway	54	2018	Kubota KX0804S, Excavator					80,000
Highway	A	2013	Compac Asphalt Pavement Roller GX630 T175V	22,000				

## PUBLIC WORKS

Highway	B-Sweep	2019	3 Wheel Elgin Pelican Sweeper					
Highway	C-Sweep	2015	3 Wheel Elgin Pelican Sweeper					
Highway	D	2013	2013 Sullair 185CFM Air Compressor, 100psi					
Highway	E	1987	SRECO Utility Trailer Water					
Highway	HW-MB-1	2015	Precision Solar Controlled Message Board SMC4000 M521 Utility Trailer					20,000
Highway	HW-MB-2	2015	Precision Solar Controlled Message Board SMC4000 M522 Utility Trailer					20,000
Highway	POWEAG		Power Eagle 1470-BE Steam Cleaner					
Highway	SALPAV	2014	Salsco TP44 Sidewalk Track Paver	60,500				
Highway	T-4	2019	CAM Utility trailer, GVWR 30,650					
Highway	Trailer 1	1998	MGS Utility Trailer (Use to haul cement block, brick, man hole repairs items)					
Highway	Trailer 2	2021	CAM SUPERLINE P3CAM612TT Utility Single Axel, Ball Type Utility Trailer					
Highway	Trailer 3	2020	CAM SUPERLINE P6CAM18 Utility Single Axel, Ball Type Utility Trailer					
Highway	Trailer 4	2019	CAM Superline 12CAM825TE					
Municipal Services	WZT	2014	Work Zone Trailer, Car Mate					
			Highway Total Request	752,900	589,500	508,000	455,000	270,000
			TOTAL DPW	921,650	732,750	805,250	687,350	535,000

### Town Manager's Recommendation:

The Town Manager supports funding \$150,000 for small vehicles and \$400,000 for large vehicles in FY23.

Fiscal Year	Dept. Request	Town Manager Recommendation
<b>2023</b>	\$921,650	\$550,000
<b>2024</b>	\$732,750	\$732,750
<b>2025</b>	\$805,250	\$805,250
<b>2026</b>	\$538,000	\$538,000
<b>2027</b>	\$535,000	\$535,000

## PUBLIC WORKS

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023– FY2027

**PROJECT REQUEST:** *Minor Storm Drainage Improvements*

**DPW-8**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY22:** \$0  
**Original Dept. Request:** \$300,000  
**Submitted by:** Christopher Cronin,  
Director  
**Department:** Public Works  
**Funding Source:** General Fund Borrowing  
**FY22 Dept. Request for FY23:** \$300,000

#### **Project Description:**

This project is to provide funds to address maintenance and repairs of storm drains. The specific locations to be addressed will be determined by the Public Works Director and staff.

#### **Project Justification and Purpose:**

To prevent further roadway deterioration, property damage, alleviate flooding, and reduce the discharge of pollutants from storm water runoff. Town Meeting has been appropriating \$300,000 every other year for storm drain improvements. This request continues to provide the funds for making improvements and repairs as they become necessary.

#### **Cost Estimate & Timing:**

Projects will be done as necessary by private contractors at Town bid prices. The 2020 Annual Town Meeting approved \$300,000 which funded our latest request. These funds will be expended by the end of FY 2022.

This request continues the funding, every other year, of \$300,000 for Minor Improvements.

The estimated total cost for all years shown is - \$900,000.

#### **Estimated Annual Operating or Maintenance Cost or Savings:**

There will be some additional operational costs associated with catch basin cleaning and repair.

#### **Town Manager's Recommendation:**

The Town Manager does not support funding this request in FY23.



## PUBLIC WORKS

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<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2023</b>	\$300,000	\$0
<b>2024</b>		
<b>2025</b>	\$300,000	\$300,000
<b>2026</b>		
<b>2027</b>	\$300,000	\$300,000

## PUBLIC WORKS

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Town Bridge Evaluation & Maintenance*

**DPW-9**

**Department Priority Ranking: 3**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY23:** **FY24 Request**  
**Original Dept. Request:** FY24 Request  
**Submitted by:** Christopher Cronin,  
Director  
**Department:** Public Works  
**Funding Source:** General Fund Borrowing  
**FY22 Dept. Request for FY23:** \$0 (FY24 Request)

#### **Project Description:**

To provide for minor repairs, rehabilitation, and reconstruction of Town-owned bridges according to Massachusetts Department of Transportation specifications. The MassDOT routinely inspects the Town owned bridges and issues reports citing any deficiencies in the bridge structures. There is an ongoing need to rehab bridge abutments, place scour protection and make other repairs as necessary for the following town owned bridges on the Shawsheen River: Essex Street Bridge; Andover Street Bridge; Stevens Street Bridge; Balmoral Street Bridge; and Central Street Bridge. An engineering evaluation is necessary to identify, recommend and design mitigation methods and rehab alternatives.

#### **Project Justification and Purpose:**

Improvements were made in 2009 and 2010 to the Balmoral Street and Stevens Street Bridges to address deficiencies that were previously detected. Future requests will continue to help fund necessary assessments and repairs to the Town owned bridges. Inspections have been performed on the Andover St, Stevens St, and Balmoral St bridges. These recent reports from MassDOT indicate minor deficiencies on Stevens St and Balmoral St. The Andover St Bridge report indicates some minor deficiencies as well as severe deficiencies to the deck and the approach guardrail ends. Conditions will be monitored on all Town owned bridges and repairs made as needed in the future.

#### **Cost Estimate & Timing:**

Amount to be determined includes engineering, design and construction to repair identified deficiencies as needed. Evaluations, repairs, and rehabilitation will be determined and additional funds requested in future years as necessary to supplement available funds remaining. Funding options for major repairs will also be sought through available state bridge programs.

#### **Estimated Annual Operating or Maintenance Cost or Savings:**

#### **Town Manager's Recommendation:**

The Town Manager supports the funding request for FY24.

## PUBLIC WORKS

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Fiscal Year	Dept. Request	Town Manager Recommendation
2023		
2024	\$500,000	\$500,000
2025		
2026		
2027		

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Water & Sewer Vehicles*

**DPW-12**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY22:** \$350,000  
**Dept. Request:** \$ 350,000  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** Water Reserves  
**FY22 Dept. Request for FY23:** \$250,000

WATER/SEWER								
Dept.	Vehicle #	Year	Make/Model	FY23	FY24	FY25	FY26	FY27
Water	30	2019	Ford F150 4x4 Pickup w/Ext Cab (G F's)					
Water	31	2015	Ford F350 1 Ton F37 CABCA Pick w/Crane		55,000			
Sewer	32	2012	Ford F350 1 Ton F31 Dump PU Truck w/Plow					
Sewer	33	2012	Ford F350 1 Ton F31 Pickup w/Plow					
Water	34	2020	Mack 10-Wheel Dump Truck w / Snow Setup					
Water	35	2015	Ford F350		35,000			
Water	36	2016	Ford Transit 150				35,000	
Water	40	2007	John Deere 410J Backhoe					
Water	41	2016	Ford Escape AWD			35,000		
Water	42	2015	Ford F550 1 Ton 4x4 Dump & Plow		55,000			
Water	47	2005	Ford F150 4x4 Pickup w / Ext Cab					
Water	70	2013	Infrastructure Maintenance Vehicle	350,000				
Water	WS-B	2012	Gorman Rup Pump (6")					
Water	WS-C	2012	Gorman Rup Pump (6")					
Water	Trailer-6	2007	Big Tezx Utility Trailer 30SA8 - black			15,000		
Water	WS-1	1997	Trailer Utility Sedan					
Water	WS-2	2003	Haulmark K714BT Kodiak Enclosed Trailer			15,000		
Water	WS-3	2000	Seca Utility Trailer for Water Jet Flusher					
Water	WS-4	2011	Precision Solar Controlled Message Board SMC4000 MSNM0056 Utility Trailer				20,000	
Water	WS-5	2011	Precision Solar Controlled Message Board SMC4000 MSNM0072 Utility Trailer				20,000	
Water			Solar Message Board					
Water			Solar Message Board					
Water			Solar Message Board					
Water	WS-B	2010	D210PHJD Compressor, weight 2700#					
Water	WS-C	2000	Vactron U-Dump Flat Trailer 512F					
			Diesel Light Tower					
Water		2007	Terex Light Tower/6FW Gen.. SNL GYF20083, Model RLA060D1-4UH					
			(No PM, Trailer services by Water Shop)					

## PUBLIC WORKS

WTP	2	2019	Ford Escape AWD					
WTP	37	2020	Ford F150 1/2T 145 Supercab 4X4 SS					
WTP	38	2012	Ford F250 1/2 Ton Pickup F18 4X4 139 Regular Cab Styleside					
WTP	43	2016	Ford Transit 350				50,000	
WTP	44	2015	Ford F150			37,000		
WTP	45	2016	Ford F250, Supercab				47,000	
WTP	46	2020	Ford F150 1/2T 145 Supercab 4X4 SS					
WTP	48	2018	Ford Escape AWD					
WTP	49	2018	Ford Escape AWD					
WTP	50	2006	Ford F350 1 ton pickup w/ Crane					
WTP	51	2019	Ford 1/2T Exploer 113 K8D XLT 4WD 4DR UT					
WTP	A-GEN	1977	Onan Generator (Unleaded)					
WTP	T1	2000	Trailer for Airman SDG45 Generator			10,000		
			Water/Water Treatment Total Request	350,000	145,000	112,000	172,000	0

### Town Manager's Recommendation:

The Town Manager supports the request for FY23 from Water Reserves

Fiscal Year	Dept. Request	Town Manager Recommendation
<b>2022</b>	\$350,000	\$350,000
<b>2023</b>	\$145,000	\$145,000
<b>2024</b>	\$112,000	\$112,000
<b>2025</b>	\$172,000	\$172,000
<b>2026</b>	\$0	\$0

## PUBLIC WORKS

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Filter Backwash Discharge Tank*

**DPW-13**

**Department Priority Ranking: 3**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY23:** **FY24 Request**  
**Dept. Request:** FY24 Request  
**Submitted by:** Christopher Cronin,  
Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Borrowing  
**FY22 Dept. Request for FY23:** \$5,100,000 (FY24)

#### Project Description:

The WTP's eight filters are backwashed at an average interval of 36 hours (40 in the winter months). Backwash water originates in the clearwell, where it is pumped via two backwash water pumps. The current practice presents several concerns. First, during a backwash, water is effectively diverted from the treatment process, diminishing plant output. Based on the current configuration of the clearwell, it is believed that this practice can short-circuit the water in the clearwell, effectively reducing Contact Time (CT). As a preventative measure, current Standard Operating Procedure (SOP) involves timing backwashes when finished water output is the lowest (such as when Wood Hill pumps are not running). A second concern is regarding the fact that water in the clearwell is chlorinated, and thus filters are being backwashed with chlorinated water. Not only is there an added cost component due to the wasted chemical, but the backwash waste water is disposed of with a chlorine residual.

#### Project Justification and Purpose:

This project would involve the construction of a new tank and wetwell for the purpose of storing unchlorinated, but filtered, water to be used primarily for filter backwashing. If possible, existing backwash pumps and motors would be reused since they are relatively new.

#### Cost Estimate & Timing:

\$500,000 for design, engineering and permitting. \$4,200,000 Construction

#### Estimated Annual Operating or Maintenance Cost or Savings:

#### Town Manager's Recommendation:

The Town Manager supports the FY24 request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023		
2024	\$500,000	\$500,000
2025	\$4,200,000	\$4,200,000
2026		
2027		

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Major Water Main Replacement/  
Distribution Improvements Project*

**DPW-14**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY23:** \$6,000,000  
**Original Dept. Request:** \$6,000,000  
**Submitted by:** Christopher Cronin,  
Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Borrowing  
**FY22 Dept. Request for FY23:** \$6,000,000

### Project Description:

Replacement of cast iron water mains, water mains identified within the Distribution Study, and water mains identified to have historical issues. The project will also include the replacement, rehabilitation and abandonment of existing water mains (parallel Mains).

Cleaning and lining on section of unlined cast iron water mains that are of adequate size and replacement of appurtenances as identified by the Water Superintendent and Engineers.

### Project Justification and Purpose:

A significant portion of the Town's Water distribution system consists of unlined cast iron water mains that have reduced hydraulic capacity (firefighting), and water quality issues due to mineral deposits. Water enterprise funding /borrowing would be used to replace, rehabilitate and abandon water mains. This will help to prevent catastrophic failures, improve capacity and water quality, further identification of areas with periodic water color concerns, prevent water loss within the system, and provide adequate fire protection.

In an effort to ensure a reliable and also a system with sufficient capacity within the water distribution system, The Water Distribution Study and Analysis has identified that areas of the Town Water infrastructure consist of deficient water mains. These main have reduced hydraulic capacity due to size, age, pipe material and historical structural issues. Town officials have identified areas throughout the Town's system that need water main replacement for reasons such as but not limited to hydraulic capacity and historical structural issues. A number of location within the system have parallel water mains, these mains are typically unlined cast iron mains which have limited capacity, and these locations require services and fire hydrants to be switched over to the new main prior to the abandonment of the older main.

The Town's Water Division conducts annual infrastructure improvements to properly maintain and upgrade the Town's aging water distribution system. This program helps to prevent catastrophic failures, improve capacity, prevent water loss, provide adequate fire protection and improve overall water quality.

### Town Manager's Recommendation:

The Town Manager supports the FY23 request.

## PUBLIC WORKS

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<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2023</b>	\$6,000,000	\$6,000,000
<b>2024</b>	\$6,000,000	\$6,000,000
<b>2025</b>	\$7,000,000	\$7,000,000
<b>2026</b>	\$7,000,000	\$7,000,000
<b>2027</b>	\$8,000,000	\$8,000,000



## PUBLIC WORKS

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Hazard Tree Removal*

**DPW-15**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY23: \$0**  
**Original Dept. Request: \$150,000**  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** General Fund Revenue  
**FY22 Dept. Request for FY23:** \$150,000 (Not Funded)

**Project Description:**

Hazard Tree Removal

**Project Justification and Purpose:**

Andover covers 32 square miles of land, much of which is forested. Our forest is aging, and the impacts of this aging are being felt dramatically in the form of significant mortality and dieback of many trees along public roadways and on Town parcels. The number of trees that need to be removed or pruned greatly exceeds the capacity of our existing Forestry crews. We will use these funds to reduce our backlog of hazard tree removals and to grind the stumps resulting from these removals, thereby improving the safety of our roadways.

**Cost Estimate & Timing:**

\$150,000 annually

**Estimated Annual Operating or Maintenance Cost or Savings:**

**Town Manager's Recommendation:**

The Town Manager does not support the FY23 request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$150,000	\$0
2024	\$150,000	\$0
2025	\$150,000	\$0
2026	\$150,000	\$0
2027	\$150,000	\$0

## PUBLIC WORKS

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *WTP Scada System Upgrades*

**DPW-16**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY23:** \$0  
**Original Dept. Request:** \$3,200,000  
**Submitted by:** Christopher Cronin,  
Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Borrowing  
**FY22 Dept. Request for FY23:** \$0

#### Project Description:

The WTP's current SCADA software is a custom-built solution that has been in place since the early days of the plant's operations. The software was designed and is maintained by the manufacturer without issue, but was never intended to be used in this fashion. The SCADA software has served the WTP well over the years, but has several limitations that have rendered it obsolete and of little value past its original purpose of monitoring operations and adjusting equipment. Specifically, the software lacks the capability to store and retrieve historical data, which is critical for troubleshooting purposes, and has become expected within the industry.

#### Project Justification and Purpose:

This project would replace the WTP's SCADA software with an industry-accepted alternative that would allow for unlimited upgrades and expansions in the future, enabling future automation projects to tie in seamlessly with the software. Additionally, all obsolete Local Processing Units (LPUs) would be upgraded, along with panels, servers, PCs, and all appurtenances. The WTP's telemetry communications system would be replaced in its entirety with a new radio network to improve operability and reliability. Finally, the SCADA main servers, engineering server, and reporting server would all be relocated to a secure, climate-controlled server room in order to restrict physical access and prolong their useful life by controlling their environment.

#### Cost Estimate & Timing:

\$3,200,000 for FY2023

#### Estimated Annual Operating or Maintenance Cost or Savings:

N/A

#### Town Manager's Recommendation:

The Town Manager does not support this request for FY23.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$3,200,000	\$0

## PUBLIC WORKS

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Hydrant Replacement Program*

**DPW-17**

**Department Priority Ranking: 3**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY23:** **FY24 Request**  
**Original Dept. Request:** FY24 Request  
**Submitted by:** Christopher Cronin,  
Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Reserves  
**FY22 Dept. Request for FY23:** \$50,000

#### **Project Description:**

Continue with the installed hydrant inventory resulting in, but not limited to, the identification of hydrants needing replacement, repair and/or maintenance including replacement of identified hydrants.

#### **Project Justification and Purpose:**

Older fire hydrants within the Water Distribution system were identified during the comprehensive hydrant inventory and inspection. The continuation of the program will replace the remaining older fire hydrants to ensure reliability.

#### **Cost Estimate & Timing:**

It is estimated that approximately 20-30 hydrants will need major repair or replacement, at an estimated cost of \$2,000 - \$4,000 per unit depending upon the need.

Engineering and oversight of this project will be done in-house.  
\$50,000 from water enterprise reserves, every other year.

#### **Estimated Annual Operating or Maintenance Cost or Savings:**

Annual maintenance cost associated with this program will be included in the budget

#### **Town Manager's Recommendation:**

The Town Manager supports the FY24 request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023		
2024	\$50,000	\$50,000
2025		
2026	\$50,000	\$50,000
2027		

## PUBLIC WORKS

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Water Treatment GAC Replacement*

**DPW-18**

**Department Priority Ranking: 2**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY23:** **FY24 Request**  
**Original Dept. Request:** FY24 Request  
**Submitted by:** Christopher Cronin,  
Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Reserves  
**FY22 Dept. Request for FY23:** \$0 (FY24 Request  
\$560,000)

#### Project Description:

The water filtration system at the Water Treatment Plant consists of eight filter beds, each holding approximately 66,000 pounds of granular activated carbon (GAC). The FY24 funding replaces the GAC in four units, with the remaining four units being replaced for in FY25. This will allow for the recommended in-service life from the carbon while staying in compliance with the life-cycle requirements.

#### Project Justification and Purpose:

The granular activate carbon filtration system is operated and maintained in order to ensure a supply of drinking water of the highest quality. Timely replacement of the filter media is critical in maintenance requirements. Each replacement is expected to have a life span of four (4) years.

#### Cost Estimate & Timing:

The cost is estimated to be \$ \$1,145,000 for FY 24-25

#### Estimated Annual Operating or Maintenance Cost or Savings:

	FY 23	FY 24	FY 25	FY 26	FY27
FILTER #1		Sep-23			
FILTER #2		Sep-23			
FILTER #3		Apr-24			
FILTER #4		Apr-24			
FILTER #5			Sep-24		
FILTER #6			Sep-24		
FILTER #7			Apr-25		
FILTER #8			Apr-25		
GAC COST		\$560,000	\$585,000		

#### Town Manager's Recommendation:

The Town Manager supports future year requests.

## **PUBLIC WORKS**

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<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2023</b>		
<b>2024</b>	\$560,000	\$560,000
<b>2025</b>	\$585,000	\$585,000
<b>2026</b>		

## PUBLIC WORKS

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

#### PROJECT REQUEST: *Stormwater Infrastructure Condition Assessment Program*

**DPW-19**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY23: \$0**  
**Original Dept. Request: \$50,000**  
**Submitted by: Chris Cronin, Director**  
**Department: Public Works**  
**Funding Source: General Fund Revenue**  
**FY23 Dept. Request for FY22: \$50,000**

#### **Project Description:**

Stormwater Infrastructure Condition Assessment Program

#### **Project Justification and Purpose:**

Much of the Town's stormwater infrastructure is aged and needs to be renovated or replaced. This article will enable us to create a 4-year condition assessment program to evaluate the condition of our stormwater pipes, catch basins, manholes, inlets, outlets, and swales. We'll use this data to create a maintenance and replacement plan, similar to what we do with our water and sewer infrastructure. This program will help ensure the safe passage of vehicles and pedestrians on Town roadways and assist us in complying with the new Federal NPDES permit.

#### **Cost Estimate & Timing:**

\$50,000 per year for four years beginning in FY2023.

#### **Estimated Annual Operating or Maintenance Cost or Savings:**

#### **Town Manager's Recommendation:**

The Town Manager does not support the FY23 request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$50,000	\$0
2024	\$50,000	\$50,000
2025	\$50,000	\$50,000
2026	\$50,000	\$50,000
2027		

## PUBLIC WORKS

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Portable Soil Screener*

**DPW-20**

**Department Priority Ranking: 2**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY23:** \$0  
**Original Dept. Request:** \$100,000  
**Submitted by:** Christopher Cronin,  
Director  
**Department:** Public Works  
**Funding Source:** General Fund Revenue  
**FY22 Dept. Request for FY23:** \$0

#### Project Description:

The portable soil screener would allow us to manufacture loam at the Bald Hill Compost site for DPW and Facilities projects Town wide. We use about 5,000 cubic yards annually for these projects. Currently we rent a screener to make loam for projects twice per year

#### Project Justification and Purpose:

Currently we screen two or three times a year to achieve the loam needed for Town projects. A private contractor is hired at an approximate cost of \$9,000 each time to manufacture the quantity of loam needed. It would cost over \$100,000 annually to purchase the loam as opposed to being made at the Bald Hill Compost Site. The screener could also be used to refine our compost product by removing plastic and larger particles. Owning a screener allows us to use the machine when convenient for us instead of being committed to rental constraints. The machine will pay for itself in about five years.

#### Cost Estimate & Timing:

\$100,000 for the purchase of the machine.

#### Estimated Annual Operating or Maintenance Cost or Savings:

#### Town Manager's Recommendation:

The Town Manager does not support the FY23 request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$100,000	\$0

## PUBLIC WORKS

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *WTP Flocculation/Sedimentation Basins* **DPW-21**

**Department Priority Ranking: 2**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY23:** **FY25 & FY26 Requests**  
**Original Dept. Request:** FY25 & 26 Requests  
**Submitted by:** Christopher Cronin,  
Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Borrowing  
**FY22 Dept. Request for FY23:** \$0

#### Project Description:

The WTP's eight flocculation and sedimentation basins serve as a key element of the water treatment process. Flocculation and sedimentation help settle out suspended particles prior to filtration, increasing the efficiency of the filters. These proven treatment techniques are a critical component in meeting compliance with the Surface Water Treatment Rule, specifically helping the WTP remove turbidity.

#### Project Justification and Purpose:

Four of the basins were constructed with the original plant in the early 1970, while the other four were constructed during the first expansion in 1989. All eight basins are exhibiting severe signs of deterioration including concrete spalling and failure, corrosion of flight tracks and valving, and failure of mechanical equipment. As a result of the concrete failures, railings have become unsecured, presenting a major safety risk as a result.

This project would provide for critical concrete repairs in order to prevent future decay and prolong the life of the existing basins. The existing tracks would be replaced or rehabilitated, and valves would be replaced in kind with a more appropriate NSF 61-complaint alternative. The flight drives and chains would be replaced, as would all of the mixing equipment (32 mixers in total). Finally, the effluent channel would be covered to prevent prolonged exposure to sunlight that, which is believed to contribute to algae growth in the channel and enter the filter basins.

#### Cost Estimate & Timing:

\$750,000 Design/Engineering FY2025, construction FY2026

#### Estimated Annual Operating or Maintenance Cost or Savings:

N/A

#### Town Manager's Recommendation:

The Town Manager supports future year requests at this time.

Fiscal Year	Dept. Request	Town Manager Recommendation
2025	\$750,000	\$750,000
2026	\$4,500,000	\$4,500,000



## PUBLIC WORKS

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *WTP Chemical Room Upgrades*

**DPW-22**

**Department Priority Ranking: 3**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY23:**  
**Original Dept. Request:**  
**Submitted by:**

**FY27 Request**  
FY27 Request  
Christopher Cronin,  
Director  
Public Works  
Water Enterprise Borrowing  
N/A

**FY22 Dept. Request for FY23:**

#### Project Description:

Based on the current chemical room design, all chemical storage tanks (with the exception of Sodium Hydroxide) act as both bulk and day tanks. That is, there are no separate day tanks, and thus chemical injection is made directly from a bulk storage tank. Day tanks provide an increased level of safety, as it limits the volume of chemical that can potentially be in direct contact with the potable water system. In the event of a catastrophic failure, only the day tank would drain directly into the system, thus limiting the potential impact.

#### Project Justification and Purpose:

This project would involve the complete redesign of the chemical room to include the addition of a day tank for each chemical used in the treatment process, as well as replacement of one or more existing bulk tanks as needed due to age or condition, or as deemed appropriate to accommodate the design.

Additionally, a new chemical containment system would be designed to meet DEP guidelines. As a starting point, the option of one or more containments tanks would be considered in lieu of containment within the chemical room itself, as containment wall would have to be of a height that would hinder maintenance of the chemical systems.

#### Cost Estimate & Timing:

\$485,000 for upgrades to room

#### Estimated Annual Operating or Maintenance Cost or Savings:

N/A

#### Town Manager's Recommendation:

The Town Manager supports the future requests at this time.

Fiscal Year	Dept. Request	Town Manager Recommendation
2027	\$485,000	\$485,000

## PUBLIC WORKS

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *WTP Electrical Upgrades*

**DPW-23**

**Department Priority Ranking: 3**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY23:** **FY26 & FY27 Requests**  
**Original Dept. Request:** FY26 & FY27 Requests  
**Submitted by:** Christopher Cronin,  
Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Borrowing  
**FY22 Dept. Request for FY23:** N/A

#### Project Description:

Most of the WTP's electrical infrastructure dates back to the construction of the original plant in the early 1970s. Under an ongoing contract, both electrical substations are being replaced, including all switchgear, transformers, breakers, and feeders. In addition, all feeds to the various Motor Control Centers (MCCs) will be replaced as part of this project. The project does not include the replacement of the MCCs nor local electrical infrastructure.

#### Project Justification and Purpose:

This project would include the replacement of all MCCs and control panels as part of an effort to modernize the existing systems and avoid catastrophic failure. It is worth noting that most of the equipment is obsolete and proves difficult to maintain and repair. Additionally, as part of this project, Variable Frequency Drives (VFDs) would be installed for the Bancroft Pumps, as a way to adjust flow to the Bancroft system in order to better meet the variable system demand. The design would include a structural analysis of the existing space, in order to ensure that the structure can support the new equipment and VFDs.

#### Cost Estimate & Timing:

\$500,000 for design and engineering in FY2026. Construction in FY2027 for \$3,900,000

#### Estimated Annual Operating or Maintenance Cost or Savings:

N/A

#### Town Manager's Recommendation:

The Town Manager supports the future requests at this time.

Fiscal Year	Dept. Request	Town Manager Recommendation
2026	\$500,000	\$500,000
2027	\$3,900,000	\$3,900,000

## PUBLIC WORKS

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

#### PROJECT REQUEST: *Minor Sanitary Sewer Collection System Improvements* **DPW-24**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY23: \$0**  
**Original Dept. Request: \$200,000**  
**Submitted by: Christopher Cronin,**  
Director  
**Department: Public Works**  
**Funding Source: Sewer Enterprise Reserves**  
**FY22 Dept. Request for FY23: \$100,000**

#### **Project Description:**

Minor repairs to the sanitary sewer are necessary to ensure that the collection system is operating correctly. Repairs will include but not limited to Sewer manhole installation, replacement and repair. Minor defective pipe repair to eliminate I/I sources.

#### **Project Justification and Purpose:**

With the aging of the Sanitary Sewer Collection System dating as far back as 1898, repairs are necessary to ensure the integrity of the collection system and to eliminate I/I sources

#### **Cost Estimate & Timing:**

\$200,000 annually beginning in FY2023.

#### **Estimated Annual Operating or Maintenance Cost or Savings:**

Annual cost associated with this program will be included in the budget

#### **Town Manager's Recommendation:**

The Town Manager does not support funding this request for FY23.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$200,000	\$0
2024	\$200,000	\$200,000
2025	\$200,000	\$200,000
2026	\$200,000	\$200,000
2027	\$200,000	\$200,000

## PUBLIC WORKS

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Shawsheen River Interceptor Improvements*

**DPW-25**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY23:** \$0  
**Original Dept. Request:** \$3,500,000  
**Submitted by:** Christopher Cronin,  
Director  
**Department:** Public Works  
**Funding Source:** Sewer Enterprise Borrowing  
**FY22 Dept. Request for FY23:** \$0

#### Project Description:

Rehabilitation in the form of but not limited to open-cut replacement and cured in place pipe of the Shawsheen River Sewer Interceptor.

#### Project Justification and Purpose:

A study performed by CDM Smith concluded that there is extensive corrosion, minor sediment accumulation, and other structural related issues on the Shawsheen River Sewer Interceptor. The interceptor is one of the most critical pieces of infrastructure which traverses from the southern most point of Town to the Shawsheen Pump Station. This program will target areas in the greatest need of rehabilitation.

#### Cost Estimate & Timing:

\$3,500,000 in FY2023 for construction of identified areas. Will take 2 years.  
Repurpose balance of A33-08, Shawsheen River Outfall Interceptor –Account # 62161-5700  
Current balance as of 11/1/2021 is \$2,388,691.71.

#### Estimated Annual Operating or Maintenance Cost or Savings:

Annual cost associated with this program will be included in the budget beginning in FY24.

#### Town Manager's Recommendation:

The Town Manager does not support the FY23 request (future year's are dependent on FY23 request).

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$3,500,000	\$0
2024	\$200,000	\$0
2025	\$200,000	\$0
2026	\$200,000	\$0
2027	\$200,000	\$0

## PUBLIC WORKS

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Wood Hill Pump Replacement*

**DPW-27**

**Department Priority Ranking: 3**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY23:** \$  
**Original Dept. Request:** (FY27 Request)  
**Submitted by:** Christopher Cronin,  
Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Borrowing  
**FY22 Dept. Request for FY23:** \$0

#### Project Description:

The two existing Wood Hill pumps were replaced as part of the WTP's 1989 expansion, and should be considered for replacement in the next few years, as they exhibit signs of age and wear. Additionally, newer pumps are expected to operate more efficiently, resulting in energy savings for the WTP. This project would include the full replacement of both vertical turbine pumps and motors. As part of the design work, we would use the hydraulic model and historical demand data in an attempt to specify pumps that would operate closer to their curve, for maximum efficiency.

#### Project Justification and Purpose:

As part of the design work, we would use the hydraulic model and historical demand data in an attempt to specify pumps that would operate closer to their curve, for maximum efficiency.

#### Cost Estimate & Timing:

\$150,000 for design and engineering in FY2027. Construction in FY2028 for \$940,000

#### Estimated Annual Operating or Maintenance Cost or Savings:

N/A

#### Town Manager's Recommendation:

The Town Manager supports the future request at this time.

Fiscal Year	Dept. Request	Town Manager Recommendation
2027	\$150,000	\$150,000

## PUBLIC WORKS

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Spring Grove Cemetery Maintenance*

**DPW-28**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY23:** \$20,000  
**Original Dept. Request:** \$20,000  
**Submitted by:** Christopher Cronin,  
Director  
**Department:** Public Works  
**Funding Source:** General Fund Revenue  
**FY22 Dept. Request for FY23:** \$20,000

#### Project Description:

	FY2023	FY2024	FY2025	FY2026	FY2027
General maintenance and Cemetery Improvements, including expansion of grave sites, software upgrades and roadway paving.	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
<b>Totals</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>

#### Project Justification and Purpose:

General Maintenance – In addition to the expansion of grave sites, funds are used for cemetery maintenance such as grinding and screening of the loam pile, removal of hazard trees, repairs to the stone wall along Abbot Street, and for maintenance and upgrades to the cemetery GIS software.

Cemetery Improvements –Expansion of the cemetery is currently being planned and these funds would continue ongoing work along with the expanded section.

#### Town Manager's Recommendation:

The Town Manager supports the FY23 request.

Fiscal Year	Dept. Request	Town Manager Recommendation
<b>2023</b>	\$20,000	\$20,000
<b>2024</b>	\$20,000	\$20,000
<b>2025</b>	\$20,000	\$20,000
<b>2026</b>	\$20,000	\$20,000
<b>2027</b>	\$20,000	\$20,000

## PUBLIC WORKS

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Fish Brook Intake Replacement*

**DPW-29**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY23:** **FY24 Request**  
**Original Dept. Request:** FY24 Request  
**Submitted by:** Christopher Cronin,  
Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Borrowing  
**FY22 Dept. Request for FY23:** \$10,500,000 (FY24)

#### Project Description:

The Fish Brook Pumping Station is a critical component of the water treatment system, as it provides, on average, two-thirds of the Town's drinking water supply. Originally constructed in 1965, the station was capable of pumping water from both Fish Brook and the Merrimack River in order to augment the natural yield of Haggetts Pond. Over the years, the ability to draw water from the Merrimack River was greatly reduced, requiring the installation of a submersible pump near the river intake, to aid in maintaining proper water levels at the impoundment. This not only presents an increased operational burden by way of added electrical and O&M costs, but highlights the need for a deeper wetwell at the pumping station.

#### Project Justification and Purpose:

This project would include a full demolition and replacement of the pumping station, including a full redesign that conforms with all current regulations and industry standards. A new intake would be permitted on the Merrimack, designed to be able to convey river water even in the event that the river elevation is lowered at the Great Stone Dam in Lawrence. The intake would flood a new, deeper wetwell, designed to allow multiple pumps to run at once, without drastic increase in velocities, nor starving one another for water. The existing pumping configuration (2 small, 2 large) would be replaced with 3 large pumps with VFDs. One pump would have the ability to meet 100% of off-peak seasonally needs, while 2 pumps would be able to pump at a rate equal to the design capacity of the force main. The third pump would serve as a backup. The pumping station would have the capability to be able to be operated remotely through the SCADA system, reducing the need for staff to travel to and from the station each time the pump speeds need to be adjusted.

#### Cost Estimate & Timing:

\$500,000 was appropriated in FY2022 for design, specs, and permitting services.  
Construction in FY2024 for \$15,000,000.

#### Estimated Annual Operating or Maintenance Cost or Savings:

Estimated \$20,000 per year in electrical savings.

#### Town Manager's Recommendation:

The Town Manager supports the future request at this time.

Fiscal Year	Dept. Request	Town Manager Recommendation
2024	\$15,000,000	\$15,000,000

## PUBLIC WORKS

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Inflow/Infiltration (I/I) Removal Program*

**DPW-30**

**Department Priority Ranking:** 1  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY23:** \$0  
**Original Dept. Request:** \$250,000  
**Submitted by:** Christopher Cronin,  
Director  
**Department:** Public Works  
**Funding Source:** Sewer Enterprise Reserves  
**FY22 Dept. Request for FY23:** \$150,000

**Project Description:**

Elimination of I/I sources within the sanitary sewer collection system.

**Project Justification and Purpose:**

Based on the outcome of the I/I investigation study, I/I sources will be identified through various means including but not limited to pipe camera, smoke testing and flow metering. Problem areas are then prioritized and elimination methods are evaluated. Elimination methods include but are not limited to reconstruction of sewer lines.

**Cost Estimate & Timing:**

**Estimated Annual Cost or Savings of Operation and Maintenance:**

The quantity of I/I removed from the collection system will result in savings on pumping and treatment costs.

**Town Manager's Recommendation:**

The Town Manager does not support this funding request for FY23.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$250,000	\$0
2024	\$250,000	\$250,000
2025	\$250,000	\$250,000
2026	\$250,000	\$250,000
2027	\$250,000	\$250,000



## PUBLIC WORKS

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Dale Street Pumping Station*

**DPW-34**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY23:** \$210,000  
**Original Dept. Request:** \$210,000  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** Sewer Enterprise Borrowing  
**FY22 Dept. Request for FY23:** \$0

#### **Project Description:**

Funds will be used to replace the Dale St sewer pump station. Unanticipated delay in the start date of the project. Additional funding needed to supplement the amount voted at the 2018 ATM.

#### **Project Justification and Purpose:**

Original funding of \$360,000 at ATM 2018.  
Existing pump station is constructed of steel and was installed in 1975. Both above and below grade portions of the structure are starting to deteriorate.

#### **Cost Estimate & Timing:**

Spring or Fall 2022 construction.

#### **Estimated Annual Cost or Savings of Operation and Maintenance:**

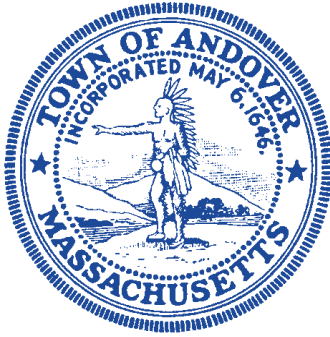
Electrical cost of \$2400/ year preventive maintenance \$1200.

#### **Town Manager's Recommendation & Priority Ranking:**

The Town Manager supports the FY23 request for additional funding.

<b>Fiscal Year</b>	<b>Dept. Request/Proposed</b>	<b>TM Recommended/Plan</b>
<b>2023</b>	\$210,000	\$210,000

# FACILITIES



# FACILITIES

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Town Projects - Building Division*

**FAC-1**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY23:** \$445,000  
**Dept. Request:** \$445,000  
**Submitted by:** Janet Nicosia, Director  
**Department:** Department of Facilities  
**Funding Source:** General Fund Revenue  
**FY22 Dept. Request for FY23:** \$410,000

### Project Description:

	Priority	FY2023	FY2024	FY2025	FY2026	FY2027
ADA Compliance	1	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Door and door hardware replacement	1	\$25,000	\$25,000	\$30,000	\$30,000	\$30,000
Interior finish upgrades-Painting, flooring and ceilings	1	\$50,000	\$50,000	\$50,000	\$55,000	\$55,000
Masonry maintenance and repairs	1	\$35,000	\$35,000	\$40,000	\$40,000	\$45,000
Building roof repairs	1	\$30,000	\$30,000	\$35,000	\$35,000	\$40,000
Paving, sidewalk and curb repairs	1	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Playground maintenance	1	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Project overtime	1	\$80,000	\$85,000	\$85,000	\$85,000	\$90,000
Security system upgrades	1	\$30,000	\$30,000	\$30,000	\$30,000	\$35,000
Town buildings improvements	1	\$40,000	\$40,000	\$45,000	\$45,000	\$50,000
<b>Totals</b>		<b>\$445,000</b>	<b>\$450,000</b>	<b>\$470,000</b>	<b>\$475,000</b>	<b>\$500,000</b>

### Project Justification and Purpose:

ADA Compliance – Funds are requested to address accessibility requirements as identified in the Town's most recent Self-Evaluation and Transition Plan Update.

Door & Door Hardware Replacement – Funds are requested to continue the ongoing program to replace our aging interior and exterior doors and door hardware on Town buildings.

Interior Upgrades – Painting, flooring, and ceilings – Ongoing improvement program for painting, flooring and ceilings as needed.

Masonry maintenance and repairs – Funds are requested for ongoing maintenance of masonry at Town buildings, including cleaning, repointing, sealing and minor repairs as needed.

## **FACILITIES**

Building roof repairs – Funds are requested to make minor repairs to roofs on Town buildings.

Paving, Sidewalks, Curb Repairs – Funds are requested to repair aging driveways, sidewalks and catch basins at all Town buildings.

Playground maintenance – Funds are requested to repair playground structures and replenish playground surfaces and mulch.

Project Overtime – Facilities trade staff in support of Town/School capital projects.

Security System upgrades – Funds are requested to upgrade and repair security systems, which include cameras systems, badge access controls, keyless entry mechanisms, electronic locks and burglar alarms.

Town buildings improvements – Funds are requested for the ongoing program to replace carpeting, flooring, signage and minor renovations in Town buildings.

<b>Cost Estimate &amp; Timing:</b>
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<b>Estimated Annual Operating or Maintenance Cost or Savings:</b>
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<b>Town Manager's Recommendation:</b>
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The Town Manager supports funding the FY23 request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$445,000	\$445,000
2024	\$450,000	\$450,000
2025	\$470,000	\$470,000
2026	\$475,000	\$475,000
2027	\$500,000	\$500,000

## FACILITIES

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

#### PROJECT REQUEST: *Town Projects – Mechanical Electrical Division* **FAC-2**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY23: \$345,000**  
**Original Dept. Request: \$345,000**  
**Submitted by:** Janet Nicosia, Director  
**Department:** Department of Facilities  
**Funding Source:** General Fund Revenue  
**FY22 Dept. Request for FY23: \$335,000**

#### Project Description:

	Priority	FY2023	FY2024	FY2025	FY2026	FY2027
Asbestos abatement and inspections	1	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Building Fire Systems	1	\$30,000	\$30,000	\$30,000	\$30,000	\$35,000
Electrical/Elevator upgrades	1	\$35,000	\$40,000	\$40,000	\$45,000	\$45,000
Energy Conservation	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Engineering	1	\$75,000	\$75,000	\$80,000	\$80,000	\$80,000
Exterior Oil/Water/Sand Separators Cleaning	1	\$15,000	\$20,000	\$20,000	\$20,000	\$20,000
HVAC/Controls Upgrades	1	\$50,000	\$50,000	\$55,000	\$55,000	\$55,000
Public Safety Center Shooting Range Lead Abatement	1	\$30,000	\$30,000	\$35,000	\$35,000	\$35,000
Technology Devices	1	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Upgrade or Replace Street Light Poles and street light equipment	1	\$30,000	\$35,000	\$35,000	\$40,000	\$40,000
<b>Totals</b>		<b>\$345,000</b>	<b>\$360,000</b>	<b>\$375,000</b>	<b>\$385,000</b>	<b>\$390,000</b>

#### Project Justification and Purpose:

Asbestos abatement and inspections – Funds are requested to address asbestos abatement and inspections as needed.

Building Fire Systems – Funding is requested for the ongoing repair and replacement of smoke detectors and fire alarm systems.

Electrical and Elevator upgrades – Funds are requested to make electrical upgrades at Town facilities, including elevators.

Energy Conservation – Funds are requested to implement minor energy conservation upgrades.

## FACILITIES

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Engineering – Funds are needed for professional engineering fees to implement capital projects.

Exterior Oil/Water/Sand Separators Cleaning – Funds are requested to comply with EPA Regulations regarding the annual cleaning of oil/water/sand separators in all of our School and Town buildings parking areas.

HVAC/ Controls Upgrades – Funds are requested to upgrade HVAC equipment at Town facilities and implement Building Automation Systems (BAS).

PSC Shooting Range Lead Abatement – Shooting Ranges and portions of the range exhaust system accumulate lead contamination and must be abated annually. Funds are requested for this lead abatement.

Technology Devices – Technology supplies only one device per person. Most Facilities employees require multiple devices to effectively perform their duties providing 24/7 service.

Upgrade or Replace Street Light Equipment – Funds are requested to upgrade or replace Town owned street light poles and equipment as needed.

<b>Cost Estimate and Timing:</b>
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<b>Estimated Annual Operating or Maintenance Cost or Savings:</b>
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<b>Town Manager's Recommendation:</b>
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The Town Manager supports funding the FY23 request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$345,000	\$345,000
2024	\$360,000	\$360,000
2025	\$375,000	\$375,000
2026	\$385,000	\$385,000
2027	\$390,000	\$390,000

# FACILITIES

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

### PROJECT REQUEST: *Town and School Security Projects*

**FAC-3**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY23: \$100,000**  
**Dept. Request: \$100,000**  
**Submitted by: Janet Nicosia, Director**  
**Department: Department of Facilities**  
**Funding Source: General Fund Revenue**  
**FY22 Dept. Request for FY23: \$265,000**

<b>Town Project Description:</b>	<b>Priority</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2026</b>	<b>FY2027</b>
Deyermund Field camera installations				\$100,000		
Old Town Hall security upgrades						\$100,000
Playstead Ballfield and Track camera installations					\$90,000	
Pomps Pond and Recreation Park Install Access Readers and Emergency Call Stations			\$50,000			
Town Offices camera installations and upgrades.			\$90,000			
Town Offices Finance Office entry enclosure				\$80,000		
<b>Total Town</b>		<b>\$0</b>	<b>\$140,000</b>	<b>\$180,000</b>	<b>\$90,000</b>	<b>\$100,000</b>

<b>School Project Description:</b>	<b>Priority</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2026</b>	<b>FY2027</b>
All Schools: Entrance Renovations		\$100,000	\$100,000	\$100,000	\$100,000	
Multi-School Security Camera Upgrades-Schools to digital (WMS, South, Sanborn)			\$50,000	\$50,000	\$50,000	\$50,000
<b>Total Schools</b>		<b>\$100,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$50,000</b>

<b>Total Town and School Combined</b>	<b>\$100,000</b>	<b>\$290,000</b>	<b>\$330,000</b>	<b>\$240,000</b>	<b>\$150,000</b>
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Deyermund Field security camera installations – Funds will be requested to install security cameras at the Deyermund Field, at the request of the Town and Andover Police Department. The area is difficult to monitor. Fiber will need to be run to the space through conduit, and cameras and recording devices will need to be installed.

Old Town Hall security upgrades – Funds will be requested to upgrade the card access readers, burglar alarm, and interior cameras at the Old Town Hall and Andover Town House.

## FACILITIES

Playstead Ballfield and Track camera installations – Funds will be requested to install long range cameras to monitor the area.

Pomps Pond and Recreation Park security enhancements – Funds will be requested to install access card readers and emergency call stations at the Pomps Pond and Recreation Park facilities as a two-phase project.

Town Offices security camera upgrades – Funds will be requested to upgrade the existing cameras at the Town Offices building.

Town Offices Finance Office entry enclosure – Funds will be requested to enclose the Finance Office entry area in the Town Offices building.

School Entrance Renovations – Andover Public School buildings are undergoing a comprehensive program of security upgrades and renovations. The new entrance vestibules that have been installed at several of our school buildings are an example of the security enhancements being undertaken to keep our school buildings safe. Funds are requested to continue constructing these high priority security vestibules throughout our school system.

Security Camera Upgrades-Schools to digital – Funds will be requested to continue the upgrade of the interior camera security systems in Andover schools. The upgrades include new NVR digital recording systems and cameras at Sanborn Elementary, South Elementary, High Plain Elementary, West Middle School and Wood Hill Middle School.

<b>Town Manager's Recommendation:</b>
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The Town Manager supports funding the FY23 request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$100,000	\$100,000
2024	\$290,000	\$290,000
2025	\$330,000	\$330,000
2026	\$240,000	\$240,000
2027	\$150,000	\$150,000



# FACILITIES

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

### PROJECT REQUEST: *Town Vehicles*

**FAC-4**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY23: \$65,000**  
**Original Dept. Request: \$65,000**  
**Submitted by:** Janet Nicosia, Director  
**Department:** Department of Facilities  
**Funding Source:** General Fund Revenue  
**FY22 Dept. Request for FY23: \$170,000**

#### Project Description:

Dept./Div.	Year	Make/Model	FY2023	FY2024	FY2025	FY2026	FY2027
Build. Maint-7	2015	Ford Transit Connect Van 1/2T S7E1 121 LWB				\$35,000	
Build. Maint-12	2014	Ford F250 3/4T F2B Pickup 4x4			\$35,000		
Elder Services- 1	2012	Ford Focus P3K-HB		\$25,000			
Elder Services- 2	2013	Ford Focus P3K-HB		\$25,000			
Information Technology-1	2014	Ford Transit Connect Cargo S6EZ SWEB XL			\$35,000		
Mech/Electrical-7	2015	Ford Transit Connect Van 1/2T S7E1 121 LWB				\$35,000	
Mech/Electrical-9	2013	Ford Transit Connect Van 1/2T S6A		\$35,000			
Mech/Electrical-11	2010	Ford Transit Connect XL Cargo Van		\$35,000			
Recreation -1	NEW	Ford E350 Elkhart 15 Passenger Coach				\$65,000	
Youth Services- 1	2011	Ford E450 1 1/2T Elkhart 15 Passenger Coach			\$65,000		
Youth Services- 2	2010	Ford E450 1 1/2T Elkhart 15 Passenger Coach	\$65,000				
Youth Services- 3	2012	Ford E450 1 1/2T Elkhart 15 Passenger Coach		\$65,000			
Youth Services- Trailer 2	1999	Home Utility Trailer				\$8,000	
Total FAC-4			\$65,000	\$185,000	\$135,000	\$143,000	\$0

#### Project Justification and Purpose:

Vehicle replacements are often pushed out year after year due to budget constraints. We can keep vehicles running mechanically, but metal rot can damage the vehicles' frames and bodies to the point that they become unsafe to drive.

#### Town Manager's Recommendation:

The Town Manager supports funding the FY23 request.

## FACILITIES

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Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$65,000	\$65,000
2024	\$185,000	\$185,000
2025	\$135,000	\$135,000
2026	\$143,000	\$143,000
2027	\$0	\$0

## FACILITIES

### TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

#### PROJECT REQUEST: *Town Parks and Playground Improvements*

**FAC-5**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY23:** \$670,000  
**Original Dept. Request:** \$670,000  
**Submitted by:** Jemma Lambert, Director  
Janet Nicosia, Director  
**Department:** DCS and Facilities  
**Funding Source:** General Fund  
Revenue/General Fund  
Borrowing  
**FY22 Dept. Request for FY23:** \$770,000

#### Project Description:

Major improvements, renovations, and construction of Town parks and playgrounds.

	Priority	FY2023	FY2024	FY2025	FY2026	FY2027
Ballardvale Playground Phase 2			\$250,000			
Lower Shawsheen Track Design then Construction		\$550,000				
Penguin Park paving						\$350,000
Playstead Improvements Phase 1, Phase 2 and Phase 3			\$250,000	\$250,000	\$250,000	
Pomps Pond bathhouse					\$150,000	\$2,500,000
Deyermont Field Parking Lot Drainage and Paving, Design then construction			\$85,000		\$850,000	
The Park Site Improvements		\$120,000		\$1,250,000		
<b>Totals</b>		<b>\$670,000</b>	<b>\$585,000</b>	<b>\$1,500,000</b>	<b>\$1,250,000</b>	<b>\$2,850,000</b>

#### Project Justification and Purpose:

Ballardvale Playground phase two – The first phase of the Ballardvale playground renovation included playground equipment and walkways. Funds will be requested for a second phase, which will address the ballfield and basketball court, as well as the fencing and perimeter walking path.

Lower Shawsheen track resurfacing – The surface of the Lower Shawsheen asphalt track has cracked, with vegetation growing through the pavement. In FY2022 funds were approved for design. FY2023 funds are requested for the construction of a modern shock resistant running surface.

Penguin Park paving – Funds will be requested to resurface the parking lot at Penguin Park.

Playstead Improvements – Master Plan is in process. Placeholder for future CIP Requests.

## FACILITIES

Pomps Pond bathhouse – Funds will be requested for design, then construction of a new bathhouse at the Pomps Pond recreation area.

Deyermund Field parking lot drainage and paving – Currently, the parking area at the Deyermund Field Complex is unpaved. Heavy use and weather have impacted the integrity of this unpaved surface, resulting in large ruts and puddling. Funds are requested to design, then pave and complete this lot.

The Park Site Improvements – Funds are requested to design, and then construct a renovated plaza area at The Park at the Town Offices complex.

<b>Estimated Annual Operating or Maintenance Cost or Savings:</b>
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<b>Town Manager's Recommendation:</b>
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The Town Manager supports funding \$120,000 from General Fund Revenue and \$550,000 from General Fund Borrowing for FY23.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$670,000	\$670,000
2024	\$585,000	\$585,000
2025	\$1,500,000	\$1,500,000
2026	\$1,250,000	\$1,250,000
2027	\$2,850,000	\$2,850,000

# FACILITIES

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

### PROJECT REQUEST: *Major Town Projects*

**FAC-6**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY23: \$1,600,000**  
**Original Dept. Request: \$1,600,000**  
**Submitted by: Janet Nicosia, Director**  
**Department: Department of Facilities**  
**Funding Sources: General Fund Borrowing**  
**FY22 Dept. Request for FY23: \$1,490,000**

Project Description:						
	Priority	FY2023	FY2024	FY2025	FY2026	FY2027
Ballardale Fire traffic signals						\$250,000
Ballardale Fire site work and parking lot design and construction		\$500,000				
Ledge Road fencing		\$150,000				
Memorial Hall Library 2nd floor restrooms, design then construction				\$50,000	\$350,000	
Memorial Hall Library Cupola restoration		\$600,000				
Memorial Hall Library carpet replacements on Level 1			\$100,000			
Memorial Hall Library recover rubber stairs						\$50,000
Memorial Hall Library wrought iron fence and granite pylon repairs				\$300,000		
Memorial Hall Library partial roof replacement				\$300,000		
Memorial Hall Library renovation of Technical Processing area			\$150,000			
Memorial Hall Library replacement of motorized shades						\$120,000
Memorial Hall Library parking, design then construction				\$65,000		\$650,000
Militia Building at Bowling Green feasibility for renovations			\$50,000		\$800,000	

## FACILITIES

Old Town Hall mosaic floor restoration						\$110,000
Old Town Hall exterior masonry and balcony restoration			\$250,000			
Old Town Hall HVAC upgrade, replace chiller, design then construction				\$100,000	\$1,000,000	
Old Town Hall historic wooden window replacement, design then construction			\$100,000	\$1,000,000		
Old Town Hall restroom renovations					\$300,000	
Public Safety Building apparatus bay epoxy replacement		\$75,000				
Public Safety Building exterior masonry maintenance			\$100,000			
Public Safety Building replace a/c units in dispatch		\$75,000				
Public Safety roof replacement						\$600,000
Red Spring Road maintenance facility renovations			\$100,000			
Town Offices renovations		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Town Offices main entry granite stairway design, then replace			\$600,000			
Town Offices stairwell railing replacements		\$150,000				
Town Offices accessible walkway from front of building to park side parking lot			\$80,000			
West Fire Station epoxy apparatus bay floor			\$75,000			
West Fire Station landscaping, walkways and flagpole			\$75,000			
West Fire Station windows and lintels replacements, masonry façade repairs and sealing.				\$200,000	\$200,000	
<b>Totals</b>		<b>\$1,600,000</b>	<b>\$1,730,000</b>	<b>\$2,065,000</b>	<b>\$2,700,000</b>	<b>\$1,830,000</b>

Ballardvale Fire traffic signals – Funds will be requested to install a traffic signal at Ballardvale Fire Station to stop traffic and allow the fire apparatus to exit the site safely.

## **FACILITIES**

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Ballardvale Fire site work and parking lot – Funds are requested for site work, design and construction a parking lot at the new Ballardvale Fire Station.

Ledge Road fencing – Funds are requested to install a fence along the roadway on Ledge Road and to enclose an area within the lot for the storage of Andover Police Department trailers which were displaced from the old Town Yard on Lewis Street.

Memorial Hall Library Restrooms – Funds will be requested to construct restrooms on the second floor at Memorial Hall Library. Currently there are no restrooms located on this level of the library. Patrons and meeting attendees have to go to another level of the library to use the restrooms.

Memorial Hall Library Cupola restoration – Funds will be requested to make necessary repairs and restore the cupola at Memorial Hall Library.

Memorial Hall Library carpet replacements – Funds will be requested to replace the carpeting on level one at Memorial Hall Library.

Memorial Hall Library rubber stairs – Funds will be requested to replace rubber stair treads at Memorial Hall Library.

Memorial Hall Library wrought iron fence and granite pylon repairs – Funds will be requested to repair the historic wrought iron fence and granite pylons at Memorial Hall Library.

Memorial Hall Library partial roof replacement – Funds are requested to replace a section of the first floor roof at Memorial Hall Library. This section of the roof was installed in 1999 and has reached its useful end.

Memorial Hall Library Technical Processing area – Funds will be requested to renovate the Technical Processing area at Memorial Hall Library.

Memorial Hall Library motorized shades – Funds will be requested to replace the motorized shades at Memorial Hall Library.

Memorial Hall Library parking lot improvements – Funds will be requested for a redesign of the parking area and retaining wall. This will improve drainage, create additional parking spaces, and beautify the lot with landscape improvements. This area is also being considered for the installation of electric charging stations.

Militia Building renovations – The historic stone Militia building at Bowling Green needs repointing, roofing and other renovations. Funds will be requested to keep this Town asset in good repair.

Old Town Hall mosaic floor restoration – The historic Mosaic floor in Old Town Hall foyer needs to be restored. The floor beneath the mosaic has become soft, causing the mosaic tiles to become loose.

Old Town Hall exterior masonry and balcony restoration – Funds will be requested to restore the historic balcony on the front of the Old Town Hall building.

Old Town Hall HVAC upgrade –Funding will allow us to segregate the areas into separate systems. New air handler units for entire building are needed, and chiller is over 20 years old and needs to be replaced. .System needs redesign, for higher efficiency and possible lower profile, noise reduction for exterior.

## **FACILITIES**

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Old Town Hall replacement of historic wooden windows – Funds are requested to replace the old, original windows at the Old Town Hall. For aesthetic reasons these historic wooden windows have no exterior weather protection and thus are exposed to the elements. This exposure to varying weather conditions results in deterioration over time.

Old Town Hall restroom renovations – The restrooms at the Old Town Hall are open for public use when the building is open for business. In addition, the restrooms service guests attending private functions at the Andover Town House. Funding will allow for functional improvements, as well as beautification of these dated restrooms.

Public Safety Center apparatus bay – Funds are requested to epoxy the apparatus bay at the Public Safety Center.

Public Safety Center exterior masonry maintenance – Funds will be requested to clean and waterproof the exterior masonry walls to prevent water penetration into the building.

Public Safety Center dispatch area – Funds are requested to replace the air conditioning units in the dispatch area in the Public Safety Center.

Public Safety Center roof replacement – Funds are requested to replace a section of the Public Safety Center roof above the Police Chief's office to alleviate leakage and damage caused by water infiltration.

Red Spring Road Maintenance Shop renovation – Funds are requested to renovate the existing multi-stall restroom to one multi-stall and one single use restroom with shower. Currently the maintenance shop cannot accommodate female staff.

Town Offices building renovations – Funds are requested to make upgrades to various office spaces in the Town Offices building. As staff are replaced, or new staff are hired, changes in the layout of the offices and wall modifications are required.

Town Offices replacement of Main Entrance granite stairway – Funds are requested to replace the existing granite stairway. Several repairs have been made during the past five years to remedy damage caused by winter salt and freeze damage.

Town Offices stairwell railings – Funds are requested to retrofit the interior railings in the stairwells at the Town Offices building with ADA compliant railings, due to an Architectural Access Board ruling.

Town Offices construction of an accessible walkway to parking – The lack of an accessible route from the Park side parking lot to the front of the Town Offices building was identified in the most recent ADA Self-Evaluation and Transition Plan update. Funding will be requested to improve accessibility from this lot to the front walkway at Town Offices.

West Fire Station apparatus bay – Funds will be requested to epoxy the apparatus bay at West Fire Station.

West Fire Station site improvements – Funds will be requested to improve the site at West Fire Station with new landscaping, walkways and a new flagpole.

West Fire Station windows, lintels, and masonry replacements and repairs – Funds are requested to replace the windows and supportive lintels at West Fire Station and to repair and seal the masonry façade of the building.



## FACILITIES

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<b>Town Manager's Recommendation:</b>
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The Town Manager supports funding the FY23 request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$1,600,000	\$1,600,000
2024	\$1,730,000	\$1,730,000
2025	\$2,065,000	\$2,065,000
2026	\$2,700,000	\$2,700,000
2027	\$1,830,000	\$1,830,000

# FACILITIES

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

### PROJECT REQUEST: *Town / School Energy Initiatives*

**FAC-7**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY23: \$90,000**  
**Original Dept. Request: \$90,000**  
**Submitted by: Janet Nicosia, Director**  
**Department: Department of Facilities**  
**Funding Sources: General Fund Revenue**  
**FY22 Dept. Request for FY23: \$715,000**

#### Project Description:

Town	Priority	FY2023	FY2024	FY2025	FY2026	FY2027
Memorial Hall Library LED chandeliers for atrium				\$120,000		
Memorial Hall Library, replace chiller with more efficient unit			\$175,000			
Public Safety Center - LED retrofit				\$95,000	\$95,000	
<b>Total Town</b>		<b>\$0</b>	<b>\$175,000</b>	<b>\$215,000</b>	<b>\$95,000</b>	<b>\$0</b>

Schools	Priority	FY2023	FY2024	FY2025	FY2026	FY2027
AHS Collins Center - Install New Roof Top Units			\$500,000			
AHS Collins Center - Design and install standalone heating system						\$580,000
Andover High School transformers replacement				\$100,000		
Doherty Middle School - Window replacements, Phase 1 & 2 (Green Repair-Phase 1 only)			\$350,000	\$350,000		
Doherty Middle School - Convert auditorium lighting to LED technology			\$115,000			
Doherty Middle School - Upgrade Gym ventilation				\$300,000		
Sanborn School - Retrofit classroom lighting to LED		\$90,000	\$90,000			
West Middle - Retrofit lighting to LED				\$90,000	\$90,000	

## FACILITIES

Wood Hill/High Plain stage lighting retrofit				\$100,000		
Wood Hill/High Plain replace boilers					\$550,000	
<b>Total Schools</b>		<b>\$90,000</b>	<b>\$1,055,000</b>	<b>\$940,000</b>	<b>\$640,000</b>	<b>\$580,000</b>

<b>Total Combined</b>	<b>\$90,000</b>	<b>\$1,230,000</b>	<b>\$1,155,000</b>	<b>\$735,000</b>	<b>\$580,000</b>
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### **Project Justification and Purpose:**

Memorial Hall Library LED lighting – Funds will be requested to install energy efficient LED technology chandeliers in the atrium at Memorial Hall Library.

Memorial Hall Library air conditioning – Funds will be requested to replace the chiller at Memorial Hall Library with a more energy efficient unit.

Public Safety Center LED lighting – Funds will be requested to retrofit the lighting in the Public Safety Center with more energy efficient LED technology.

Andover High School Collins Center installation of new roof top units – Funds are requested to replace the roof top units at the Collins Center. The units are more than 20 years old and it is expected that we will be able to receive utility incentives to retrofit them with higher efficiency units.

Andover High School Collins Center standalone heating system – Funds will be requested to design and install a standalone heating system for the Collins Center for the Performing Arts.

Andover High School transformers replacement – Funds are requested to replace the transformers throughout Andover High School.

Doherty Middle School window replacements – Funds will be requested for phase one of a two phased window replacement project for Doherty Middle School. Under the Green Repair program, the Town may be eligible for matching funds.

Doherty Middle School auditorium lighting conversion to LED – Funds will be requested to convert the auditorium lighting to more efficient LED technology.

Doherty Middle School gymnasium ventilation and exhaust– Funds will be requested to replace a 40-year old fan with a more powerful and variable speed fan, which will be linked to the energy management system and will use the CO2 sensor to maintain sufficient ventilation. Gyms are used intermittently and there is energy savings when sensors are added to detect occupancy and air quality.

Sanborn School retrofit classroom lighting to LED - Funds are requested to retrofit the classrooms to more efficient LED fixtures with controls. The current fluorescent fixtures cast dim and uneven lighting. Fluorescent tube lights are being phased out due to their harsh pulse light and because they require hazardous materials recycling due to the mercury used in their manufacturing. The new lights will also be fit with occupancy sensing so that lights will shut off when areas are unoccupied.

West Middle School LED lighting – Funds will be requested to retrofit the current fluorescent lighting at West Middle School with energy efficient LED fixtures. The new fixtures will be fit with occupancy sensing so that lights will shut off when areas are unoccupied.

Wood Hill/High Plain stage lighting retrofit – Funds will be requested to retrofit the stage lighting in the Wood Hill/High Plain auditorium to energy efficient LED technology.

Wood Hill/High Plain boilers replacements – Funds will be requested to replace the boilers at Wood Hill/High Plain

## FACILITIES

with high efficiency boilers.

*NOTE: Andover Energy Division may apply for grants and/or incentives to fund the cost, or reduce the cost, of some of the projects identified above.*

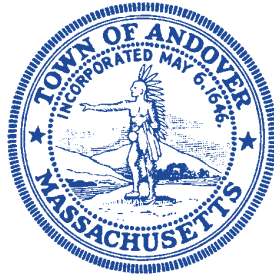
**Estimated Annual Operating or Maintenance Cost or Savings:**

**Town Manager's Recommendation:**

The Town Manager supports funding the FY23 request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$90,000	\$90,000
2024	\$1,230,000	\$1,230,000
2025	\$1,155,000	\$1,155,000
2026	\$735,000	\$735,000
2027	\$580,000	\$580,000

# ANDOVER PUBLIC SCHOOLS



**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027**

**PROJECT REQUEST: *School-Wide Maintenance Program***

**SCH-1**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY23: \$870,000**  
**Original Dept. Request: \$870,000**  
**Submitted by: Magda Parvey, Ed.D./**  
**Janet Nicosia, Director**  
**Department: School and Facilities Depts.**  
**Funding Source: General Fund Revenue**  
**FY22 Dept. Request for FY23: \$765,000**

**Project Description:**

	Priority	FY2023	FY2024	FY2025	FY2026	FY2027
504 & IEP compliance (Individual Educational Plan)	1	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
ADA compliance (Accessibility)	1	\$50,000	\$55,000	\$55,000	\$60,000	\$60,000
Asbestos survey and remediation	1	\$45,000	\$45,000	\$50,000	\$50,000	\$55,000
Building envelope maintenance and repairs	1	\$40,000	\$40,000	\$40,000	\$45,000	\$45,000
Carpet and flooring replacement	1	\$50,000	\$60,000	\$60,000	\$60,000	\$65,000
Door and door hardware and installation	1	\$30,000	\$30,000	\$30,000	\$35,000	\$35,000
Electrical upgrades for new technology	1	\$30,000	\$30,000	\$35,000	\$35,000	\$40,000
Engineering	1	\$55,000	\$55,000	\$60,000	\$60,000	\$65,000
Energy conservation	1	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Fence and guardrail repairs	1	\$35,000	\$35,000	\$40,000	\$40,000	\$45,000
Furniture replacement	1	\$35,000	\$35,000	\$35,000	\$40,000	\$40,000
HVAC/energy management upgrades	1	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Lead and Copper testing and remediation	1	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Painting and parking lot striping	1	\$50,000	\$50,000	\$60,000	\$60,000	\$65,000
Plumbing upgrades	1	\$20,000	\$20,000	\$25,000	\$25,000	\$25,000
Refinish gymnasium and stage floors	1	\$25,000	\$25,000	\$30,000	\$30,000	\$35,000
Restroom renovations	1	\$50,000	\$55,000	\$55,000	\$60,000	\$60,000
School playgrounds maintenance	1	\$30,000	\$30,000	\$35,000	\$35,000	\$40,000
Security system upgrades	1	\$90,000	\$95,000	\$95,000	\$100,000	\$100,000
Sidewalk repairs and replacements	1	\$75,000	\$80,000	\$80,000	\$80,000	\$90,000

## ANDOVER PUBLIC SCHOOLS

Smoke detector and fire alarm repairs	1	\$15,000	\$20,000	\$20,000	\$20,000	\$25,000
<b>Totals</b>		<b>\$870,000</b>	<b>\$905,000</b>	<b>\$950,000</b>	<b>\$980,000</b>	<b>\$1,035,000</b>

### **Project Justification and Purpose:**

504 & IEP Compliance (Individual Educational Plan) – (Mandated IEP Building Modifications) – Funds are requested to provide building modifications on an as-needed basis when a staff member, or a student's IEP plan, requires upgrades or modifications to the classrooms or offices to provide reasonable accommodations. These needs come up without advance notice and require immediate attention.

ADA Compliance – Funds are requested to address accessibility requirements.

Asbestos Survey and Remediation – Funds are requested to continue compliance with the AHERA law and asbestos removal.

Building Envelope maintenance and repairs – Funds are requested for the maintenance and minor repairs to building envelope systems.

Carpet and Flooring Replacement – Funds are requested to replace carpeting and flooring as needed.

Door and Door Hardware Replacement – Funds are requested to continue the ongoing program of replacing aging interior and exterior doors and door hardware.

Electrical Upgrades for New Technology – Funds are requested to provide additional electrical outlets and power to service additional needs, driven by new technology in our schools.

Engineering – Funds are requested for professional engineering fees to implement capital projects.

Energy Conservation – Funds are requested to implement minor energy conservation upgrades.

Fence and Guardrail Repairs – Fences and guardrails on school sites frequently sustain damage during the year. Funds are requested for repair or replacement as necessary, and to install new fences when the need arises.

Furniture Replacement – Funds are requested to begin replacing aging furniture at the schools.

HVAC/Energy Management Upgrades – Funds are requested to upgrade heating, ventilating and air conditioning equipment, and control system components.

Lead and Copper testing and remediation – Funds are requested for ongoing testing for lead and copper in drinking water.

Painting and Parking Lot Striping – Funds are requested for painting and parking lot striping.

Plumbing Upgrades – Funds are requested to upgrade plumbing fixtures.

Refinishing Gymnasium and Stage Floors - Funds are requested to screen and refinish approximately 92,626 square feet of gymnasium and stage floors.

Restroom Renovations – Funds are requested to renovate existing restrooms.

School Playgrounds Maintenance – Funds are requested to replace and repair playground structures and surfaces.

## ANDOVER PUBLIC SCHOOLS

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Security System Upgrades –Funds are requested to upgrade and repair school security systems, which include cameras systems, badge access controls, keyless entry mechanisms, electronic locks and burglar alarms.

Sidewalk Repairs and Replacements – Funds are requested to repair or replace sidewalks.

Smoke Detector and Fire Alarm repairs – Funding is requested for the ongoing repair and replacement of smoke detectors and fire alarm systems.

<b>Town Manager Recommendation:</b>
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The Town Manager supports the FY23 request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2023	\$870,000	\$870,000
2024	\$905,000	\$905,000
2025	\$950,000	\$950,000
2026	\$980,000	\$980,000
2027	\$1,035,000	\$1,035,000



# ANDOVER PUBLIC SCHOOLS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST: *School – Projects by Building***

**SCH-2**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY23: \$401,500**  
**Original Dept. Request: \$401,500**  
**Submitted by:** Magda Parvey, Ed. D./  
 Janet Nicosia, Director  
**Department:** School and Facilities Depts.  
**Funding Source:** General Fund Revenue  
**FY22 Dept. Request for FY23: \$985,000**

### Project Description:

	Priority	FY2023	FY2024	FY2025	FY2026	FY2027
Andover High restroom renovations		\$26,500	\$28,000	\$29,500	\$31,000	\$32,500
Andover High carpet/flooring replacement		\$40,000	\$50,000	\$50,000	\$50,000	\$60,000
Andover High classroom renovations; flooring, paint, ceilings, lighting		\$40,000	\$40,000	\$45,000	\$45,000	\$45,000
Andover High School-Collins Center replace electrical panel			\$50,000			
Andover High Band Room Cabinets					\$100,000	
Bancroft Elementary kitchen roll down door replace with solid door		\$50,000				
Doherty Middle restroom renovations		\$55,000	\$55,000	\$60,000	\$60,000	\$65,000
Doherty Middle furniture replacements; desks, chairs, lab tables, stools		\$50,000	\$55,000	\$55,000	\$60,000	\$60,000
Doherty Middle add high velocity fans to gym					\$50,000	
Doherty Middle replace cafeteria floor				\$75,000		
Sanborn Elementary classroom counters replacements		\$35,000	\$35,000	\$40,000	\$40,000	\$45,000
Sanborn Elementary masonry repairs			\$75,000			

## ANDOVER PUBLIC SCHOOLS

South Elementary concrete and masonry repairs; walls, sills, sidewalk, entry			\$100,000			
South Elementary bathroom renovations.		\$50,000	\$50,000	\$55,000	\$55,000	\$60,000
South Elementary School shed			\$85,000			
South Elementary cafeteria floor vinyl planking			\$50,000			
West Middle exterior masonry repointing and lintel replacements			\$150,000			
West Middle replace seat modules on Gym bleachers		\$25,000				
Wood Hill/High Plain add expansion joints to floor			\$50,000	\$50,000		
Wood Hill/High Plain kitchen roll down door replace with solid door				\$60,000		
Wood Hill/High Plain masonry walls near cafeteria repairs		\$30,000				
Wood Hill/High Plain Phase 1; reconfigure parking entrance and sidewalk			\$75,000			
<b>Totals</b>		<b>\$401,500</b>	<b>\$948,000</b>	<b>\$519,500</b>	<b>\$491,000</b>	<b>\$367,500</b>

### Project Justification and Purpose:

Andover High School restroom renovations – Funds are requested to continue renovating one restroom each year.

Andover High School carpet/flooring replacement – Funds are requested to replace carpeting and other flooring within the school.

Andover High School classroom renovations – Funds are requested for classroom renovations such as flooring, painting, ceiling replacements and lighting upgrades.

Andover High School Collins Center – Funds will be requested to replace the electrical panel in the Collins Center.

Andover High School Band Room cabinets – Funds will be requested to replace the equipment storage cabinets in the Band Room at Andover High School.

Bancroft Elementary kitchen roll down door – Funds are requested to replace the roll down door in the kitchen, which is an open grate style, with a solid door to create a sound barrier.

Doherty Middle School restroom renovations – Funds are requested to continue renovating one restroom each year.

## ANDOVER PUBLIC SCHOOLS

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Doherty Middle School furniture replacement – Funds are requested to replace desks, chairs, lab tables and stools. The existing furnishings are quite old and have been repaired many times.

Doherty Middle School add high velocity fans to gymnasium – Funds will be requested to add high velocity fans to improve air circulation in the gymnasium.

Doherty Middle School cafeteria floor replacement – Funds will be requested to replace the floor in the cafeteria.

Sanborn Elementary School classroom counters replacements – Funds are requested to replace the countertops in classrooms at Sanborn Elementary School. These replacements will be phased over a number of years until complete.

Sanborn Elementary School masonry repairs – As part of our ongoing effort to preserve Andover's school masonry facades, funds will be requested to repoint, power wash, and seal the exterior masonry of Sanborn Elementary School.

South Elementary School concrete and masonry repairs – Funds will be requested to repair the concrete sidewalk and to complete masonry repairs to the walls, sills and entry.

South Elementary School restroom renovations – The restrooms at South Elementary are in need of upgrades. Funds are requested to renovate two restrooms per year.

South Elementary School storage shed – Funds will be requested to install a storage shed at South Elementary School.

South Elementary School cafeteria floor replacement – Funds will be requested to replace the existing flooring in the cafeteria with new vinyl planking.

West Middle School exterior masonry repointing and lintel replacement – As part of our ongoing effort to preserve Andover's school masonry facades, funds will be requested to repoint, power wash, and seal the exterior masonry of West Middle School as well as to replace the supportive lintels.

West Middle School gymnasium bleachers seat module replacement – Funds are requested to replace the seat modules on the gymnasium bleachers.

Wood High/High Plain add expansion joints to floor – Funds will be requested to add expansion joints to VCT flooring where cracking occurs.

Wood High/High Plain replace kitchen roll down door with solid door – Funds will be requested to replace the roll down door in the kitchen, which is an open grate style, with a solid door to create a sound barrier.

Wood High/High Plain masonry wall repairs – Funds are requested to repair the masonry walls near the cafeteria.

Wood High/High Plain create additional parking – Phase one: – Funds will be requested to reconfigure a parking lot entrance and entry sidewalk as phase one of a two phase approach to create additional parking.

<b>Town Manager's Recommendation:</b>
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The Town Manager supports the FY23 request.

## ANDOVER PUBLIC SCHOOLS

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<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2023</b>	\$401,500	\$401,500
<b>2024</b>	\$948,000	\$948,000
<b>2025</b>	\$519,500	\$519,500
<b>2026</b>	\$491,000	\$491,000
<b>2027</b>	\$367,500	\$367,500

# ANDOVER PUBLIC SCHOOLS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2023 – FY2027

**PROJECT REQUEST:** *Major School Projects*

**SCH-5**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY23: \$1,650,000**  
**Original Dept. Request: \$1,650,000**

**Submitted by:** Magda Parvey, Ed.D./  
Janet Nicosia, Director

**Department:** School and Facilities Depts.

**Funding Source:** General Fund Borrowing

**FY22 Dept. Request for FY23: \$7,350,000**

### Project Description:

	Priority	FY2023	FY2024	FY2025	FY2026	FY2027
Andover High replace Café heating system replacement and renovations					\$275,000	
Andover High Central Heating Plant upgrade			\$800,000			
Andover High Collins Center auditorium seating upgrades					\$300,000	
Andover High flooring abatement and replacement					\$150,000	
Bancroft School motorized gymnasium wall			\$150,000			
Bancroft School additional parking			\$400,000			
Bancroft School change field to turf field			\$500,000			
Doherty Middle design, then construction of elevator, renovations, and code upgrades		\$250,000		\$8,000,000		
Doherty Middle replacement of air handlers in the main building				\$300,000		
Doherty Middle replace ceilings and lighting in hallways and second floor, remove slats.				\$250,000		
Doherty Middle repointing, power washing and masonry sealing.				\$150,000		
DMS accessibility upgrades to the biology and chemistry labs.						\$150,000

## ANDOVER PUBLIC SCHOOLS

Sanborn Elementary air conditioning design, then construction				\$3,500,000		
	<b>Priority</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2026</b>	<b>FY2027</b>
Sanborn Elementary Main Office renovation		\$100,000				
Sanborn Elementary demolition and removal of modular classrooms				\$150,000		
Sanborn Elementary side lot and rear driveway repaving		\$250,000				
Sanborn Elementary construct ADA accessible ramp to rear field			\$50,000	\$500,000		
Sanborn Elementary School new playground						\$450,000
Sanborn Elementary replace remaining concrete walkways					\$200,000	
School-wide code compliance for school sprinkler systems				\$5,000,000		
School-wide paving to roadways and parking lots.				\$5,000,000		
South Elementary air conditioning construction				\$3,200,000		
South Elementary School paving			\$900,000	\$900,000		
West Middle kitchen floor replacement		\$500,000				
West Middle Air Conditioning Design, then Construction		\$100,000	\$100,000	\$4,000,000		
West Middle design, then renovation of office, counters and HVAC		\$100,000		\$600,000		
West Middle porous pavement fire road					\$500,000	
Wood Hill/High Plain playground renovation and surfacing replacement (Grades 1-5)		\$350,000				
Wood Hill/High Plain playground replace and expand artificial turf					\$100,000	
<b>Totals</b>		<b>\$1,650,000</b>	<b>\$2,900,000</b>	<b>\$31,550,000</b>	<b>\$1,525,000</b>	<b>\$600,000</b>

## ANDOVER PUBLIC SCHOOLS

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### **Project Justification and Purpose:**

Andover High School Café heating system and renovations – Funds will be requested to replace the current unit ventilators with a more efficient ceiling duct and window wash system, install new ceiling fans and paint the stairwells.

Andover High School Central Heating Plant upgrade – Funds will be requested to replace the boiler.

Andover High School Collins Center seating upgrades – Funds will be requested to replace the worn seating in the Collins Center auditorium.

Andover High School flooring abatement and replacements – Funds will be requested to abate and replace flooring in areas of expansion joints in various corridors throughout the school.

Bancroft Elementary School motorized gymnasium wall – Funds will be requested to replace the manual divider wall with a motorized divider wall. The existing divider wall is difficult to operate and often gets stuck.

Bancroft Elementary School additional parking – Funds will be requested to construct additional parking on the site. Funding was approved in FY2020 for the design of this project. There is insufficient parking during school events, so parents and staff members park their vehicles on the grass and the basketball court. This is especially problematic during the winter months because of snow.

Bancroft Elementary School artificial turf – Funds will be requested to replace the existing sports field with artificial turf.

Doherty Middle School elevator – This is a phased project to construct an elevator, renovate the ramp area, and provide code updates at Doherty Middle School. Funding for design services was approved at Town Meeting 2020. The revised renovation scope includes the installation of an elevator, configuration of a new second floor plaza area outside the gymnasium, construction of new, accessible, single-user restrooms near the auditorium, the installation of a new HVAC system for that area of the school building, and installation of sprinklers throughout the building.

Doherty Middle School Replacement of six main air handlers in the main building – Funds will be requested to replace these units, which are original equipment from construction of the building.

Doherty Middle School ceilings and lighting replacements – Funds will be requested to remove the slatted ceilings and replace them, along with the lighting in the second floor hallways.

Doherty Middle School masonry maintenance – Funds will be requested to repoint, power wash and seal the exterior masonry at Doherty Middle School.

Doherty Middle School accessibility upgrades – Funds will be requested to bring the biology and chemistry labs into compliance with the Americans with Disabilities Act.

Sanborn Elementary construction for new heating and air conditioning – Design funds were approved in FY2021 for new heating and air conditioning. Construction funds will be requested in a future CIP.

## ANDOVER PUBLIC SCHOOLS

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Sanborn Elementary Main Office renovation – Funds are requested to renovate and reconfigure the Main Office.

Sanborn Elementary School demolition and removal of the modular classrooms – The modular building was installed in the year 2000 as a temporary structure and has reached the end of its useful life. Funds will be requested to demolish and remove this building.

Sanborn Elementary side lot and rear driveway repaving – Funds are requested to repave the side parking lot and the rear driveway at Sanborn Elementary School.

Sanborn Elementary ADA accessible ramp to rear field – Funds will be requested to design, then construct an ADA compliant ramp to access the rear field.

Sanborn Elementary new playground – Funds will be requested to construct a new ADA compliant playground at the school.

Sanborn Elementary walkways replacement – Funds will be requested to replace the remaining concrete walkways at Sanborn Elementary school.

School-wide code compliance – Funds will be requested to remedy code compliance issues in Andover school buildings by installing, or making necessary improvements to sprinkler systems district wide.

School-wide paving of roadways and parking lots – Funds will be requested to improve or replace crumbling or otherwise failing pavement surfaces throughout the district.

South Elementary installation of air conditioning – Funds will be requested to install air conditioning throughout the school. FY2020 funds were for design and engineering for this project.

South Elementary School paving – Funds will be requested for site renovations. This was identified in the school wide master plan that was completed in 2012. The existing sidewalk, driveways, and parking lots have numerous deficiencies, including, but not limited to; broken pavement, curbing and walkways. A portion of this project was completed in FY16, with the reconstruction of the playground, pavement and the addition of a rear access road to accommodate parent pick up and drop off. This CIP request reflects this previous work.

West Middle kitchen floor replacement – Funds will be requested to replace the kitchen floor in the West Middle School kitchen. Drainage will need to be improved, including relocation of some drains and the addition of others. Due to new plumbing codes, existing drains and grease traps will need to be upgraded.

West Middle School air conditioning – Funds will be requested to design and engineer, then install, air conditioning throughout West Middle School. This would be a two-phase project, with initial funding for design and engineering, followed by construction later to allow adequate time for the design phase.

West Middle School main office renovation – Funds are requested to design a renovation of the West Middle school office. This would be a two-phase project, followed by construction two years later to allow adequate time for the design phase. HVAC improvements will be included in this project.

West Middle School porous pavement – Funds will be requested to replace the porous pavement fire road.

Wood Hill/High Plain playground surfacing replacement – Funds are requested for design to replace the pour-in-place rubber surfacing at all the Wood Hill Middle and High Plain Elementary school playgrounds.



## ANDOVER PUBLIC SCHOOLS

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Wood Hill/High Plain playground – Funds will be requested to replace and expand the artificial turf area of the playground at Wood Hill Middle/High Plain Elementary.

<b>Town Manager's Recommendation:</b>
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The Town Manager supports the FY23 request.

Fiscal Year	Dept. Request	Town Manager's Recommendation
2023	\$1,650,000	\$1,650,000
2024	\$2,900,000	\$2,900,000
2025	\$31,550,000	\$31,550,000
2026	\$1,525,000	\$1,525,000
2027	\$600,000	\$600,000

# SECTION 4



## CIP BYLAW, DEFINITIONS, AND FINANCIAL POLICIES

## **BYLAW, DEFINITIONS, AND FINANCIAL POLICIES**

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### **Town of Andover General By-laws**

### **Miscellaneous - Article XII, § 34.**

#### **CAPITAL IMPROVEMENT PROGRAM. [AMENDED 4-2-1991, ART. 37]**

- (a) Preparation and submission. The Town Manager annually shall prepare, with the assistance of the Town Planning Board, a five-year capital improvement program. At the request of the Town Manager, all town boards, committees, commissions and other agencies of the town shall submit to the Manager, in such form and according to such schedule of time as the Manager may require, detailed statements of capital improvements requested for their respective boards, committees, commissions and agencies during the next five fiscal years. The Manager shall submit the five-year capital improvement program to the Select Board at least three months prior to the final date for submission of the annual budget as prescribed by Town Bylaw. Concurrently, copies of the capital improvement program shall also be transmitted to the Finance Committee and School Committee. The capital improvement program shall include:

- (1) A clear general summary of its contents;
- (2) A list of all capital improvements which are proposed to be undertaken during the five fiscal years ensuing, with appropriate supporting information as to the necessity for such improvements;
- (3) Cost estimates, method of financing and recommended time schedules for each such improvement; and
- (4) The estimated annual cost of operating and maintaining any facilities to be constructed or acquired.

The above information may be revised and extended each year with regard to capital improvements still pending or in process of construction or acquisition.

- (b) Action on capital improvement program:

- (1) Notice and hearing. The Select Board shall cause to be published in one or more newspapers of general circulation in the town the general summary of the capital improvement program and a notice stating: (a) the times and places where copies of the capital improvement program are available for inspection; and (b) the time and place, not less than two weeks after such publication, for a public hearing on the capital improvement program.
- (2) (Meeting with Finance Committee.) After the public hearing but at least 10 days before adoption of the capital improvement program, the Select Board shall meet and confer with the Finance Committee concerning the program.

Adoption. The Select Board by resolution shall adopt the capital improvement program with or without amendment after the public hearing and after conferring with the Finance Committee, at least one month before the required date for submission of the annual budget by the Town Manager.

## BYLAW, DEFINITIONS, AND FINANCIAL POLICIES

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### A. FISCAL POLICIES/GENERAL FUND

1. All current operating expenditures will be paid for with current operating revenues. The purpose of this policy is to maintain a financially sound operating position for the town by promoting Andover's ability to 1) balance its budget on a current basis, 2) maintain reserves for emergencies, and 3) have sufficient liquidity to pay bills on time to avoid short-term borrowing costs. The town will avoid budgetary procedures that balance current expenditures at the expense of meeting future years' expenses, such as postponing expenditures, accruing future years' revenues or rolling over short-term debt.
2. The combined balance of Free Cash and Stabilization Fund should be maintained at 3%-7% of general fund operating revenues.
  - a. The Town will endeavor to maintain a certified Free Cash balance equal to 3% - 7% of general fund. The Free Cash balance is an important indicator of whether a town is living within its means. A declining balance means that the town is spending more on an annual basis than it is collecting in revenues. Andover's goal is to maintain its Free Cash balance at 3% - 7% as a reserve which can be tapped in case of emergency and to provide enough cash in the bank to meet payrolls and pay the bills without having to borrow in anticipation of taxes. Together with the Stabilization Fund the 3-7% goal is a widely accepted measure of good financial standing and a factor in Andover's bond rating.  
Free Cash provides a financial cushion against events such as a sudden loss of a revenue source, an economic downturn, emergency or other unanticipated expenditures, non-recurring capital expenditures and uneven cash flow. A constant decline or a low level of Free Cash indicates a problem in meeting current expenditures and revenue targets, subsidizing the current operating budget, or utilizing reserves for purposes not planned. A sudden decline in free cash may be temporary or related to planned purposes.
  - b. The Town will endeavor to maintain a Stabilization Fund. Funds held in Stabilization may be appropriated for one-time capital expenses only. The Town may appropriate monies into the Stabilization Fund over two or more years for a specific planned capital project in order to avoid borrowing costs.
3. Free Cash in excess of goal should be used for non-recurring or emergency expenditures or appropriated to a stabilization fund for future capital projects and equipment purchases. This goal, combined with Policy 2, will provide a strategy to avoid creating future operating deficits by over reliance on Free Cash to subsidize the operating budget. The policy should allow, once a reasonable level of Free Cash is attained, for a contingency reserve (either appropriated or unappropriated) to be used for expenditures of a non-recurring nature, capital and equipment purchases, or unexpected, nonrecurring small increases in public service costs.
- 4.

<b>Fiscal Year</b>	<b>Certified Free Cash Going into Town Meeting</b>	<b>Free Cash as % of Budget</b>	<b>Amount Spent by Town Meeting</b>	<b>Amount Remaining after Town Meeting</b>
2012	1,239,055	0.9%	0	1,239,055
2013	4,073,271	2.6%	3,180,966	892,305
2014	3,963,320	2.4%	3,300,000	663,320
2015	5,761,265	3.3%	4,821,083	940,182
2016	4,843,241	2.9%	3,793,000	1,050,241
2017	5,062,537	2.9%	1,825,000	3,237,537
2018	8,912,647	4.9%	2,714,000	6,198,647
2019	8,807,910	4.9%	3,610,000	5,197,910
2020	9,563,348	5.2%	3,428,870	6,134,478
2021	9,360,482	4.84%	3,628,652	5,731,830

## **BYLAW, DEFINITIONS, AND FINANCIAL POLICIES**

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5. Annual budget should include a Capital Projects Fund from current dollars to maintain an equipment replacement and facilities maintenance schedule equal to 2% of General Fund Operating Budget. Much of the Town's government wealth is invested in our capital plant i.e. buildings, fields, infrastructure, equipment, and vehicles. Long-term debt is an appropriate source of funding for certain types of projects while current revenues should be used for those assets with a short useful life.
6. Annual budget should include 20% of the property taxes from new growth/construction and should be allocated to capital projects fund. This goal will provide for a source of funding that does not compete with the operating budget but increases or decreases in relation to growth in the budget and growth in the community.
7. Fees and user charges should be reviewed annually in relation to the costs of providing the service. As State and Federal assistance has declined and/or been eliminated, the Town's local non-property tax revenue base has provided more funding for local services. In order to continue to provide these services without an additional burden on the property tax, these fees should be reviewed to cover, when appropriate, any cost increase or decrease associated with delivering that program or service.
8. When positions are funded with grants or user fees, the budget for the use of those revenues should include a transfer to the General Fund to cover employee health insurance costs.

### **B. FISCAL POLICIES - WATER & SEWER**

1. Rates and fees for water and sewer funds should be set at a level to provide for self-supporting operations. The water and sewer funds should be reviewed annually to project revenues and expenditures for the next fiscal year, estimates of current year, and projections for future years. Estimates of capital projects and debt service should be included in order to project the impact on water or sewer rates. Any water or sewer costs not supported by user revenues or betterments would place a requirement on the General Fund for financial support.
2. Betterments will be assessed for water and sewer extensions. In line with Policy 1, water and sewer projects that are extensions on the existing system will be assessed to the property owner according to the betterment formula for water and sewer.
3. Water and sewer main replacements should be scheduled so as to avoid major increases in water and sewer rates. The current water and sewer funds are established as self-supporting on a cash basis. Revenues are planned to cover operating budgets, indirect and overhead costs, and debt service payments. Depreciation is not funded, therefore, a carefully designed replacement plan is necessary to ensure a rate structure adequate to pay all costs including proposed new long-term debt.
4. Water and sewer debt service should not exceed 40% of water and sewer operating revenues. Water and sewer capital plan should attempt to invest in the town's water and sewer system at a rate that does not place dramatic increases on the ratepayer. One method for accomplishing this objective is to relate debt service to operating revenues at the 1994 fiscal year base level. This practice would allow increased investment in the Town's enterprises but in proportion to revenue increases.

### **C. CAPITAL PLANNING POLICIES**

#### **1. General**

**CAPITAL PROJECT/ITEM** : An expenditure of \$15,000 or more with a useful life greater than one year for one of the following purposes:

- Acquisition of land;
- Construction, expansion or renovation of a facility. Facilities include buildings, streets, bridges, sidewalks, parking lots, utilities, playing fields, cemeteries, playgrounds, etc.;
- Acquisition of large capital items including vehicles, technology, communication equipment, etc;
- Facility maintenance projects including roof repair, HVAC, electrical, masonry, painting, carpeting, street resurfacing, sidewalk reconstruction, playground equipment/major repairs;
- Planning, feasibility, engineering or design studies related to a capital project.

#### **CRITERIA FOR SETTING PRIORITIES:**

- **Highest priority** – Projects/items essential to protecting the health/safety of the public, employees and school children; Projects essential to protecting public and private property.
- **Second highest priority** – Projects/items without which an existing or critically needed service cannot be properly delivered in terms of quality or dependability.

## BYLAW, DEFINITIONS, AND FINANCIAL POLICIES

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- Third highest priority – Projects/items that produce a cost savings to the Town by reducing future replacement or operating costs; Projects that are responsive to the desires of a significant segment of the community.

### FUNDING SOURCES:

- Borrowing – Projects/items of \$25,000 or more with a useful life of at least 10 years may be considered for borrowing. The sources of revenues to support Borrowing are:
    - General Fund – Within Proposition 2½;
    - Sewer Enterprise Fund and Water Enterprise Fund;
    - General Fund – With Debt Exclusion Vote.
  - Pay-As-You-Go (PAYGO) – Projects/items of \$15,000 or more with a useful life of at least 5 years may be considered for PAYGO funding. The sources of Pay-As-You-Go funds are:
    - Capital Project Fund supported by General Fund Revenues;
    - Water and Sewer Reserves, Cemetery Receipts, Parking Receipts, Field Rental Receipts; and Cable Franchise Fee Receipts;
    - General Fund Capital Outlay Exclusion;
    - Free Cash warrant articles.
  - Departmental Operating Budget – Projects/items of less than \$15,000 with a useful life of greater than one year may be considered for funding in departmental operating budgets. The sources of revenues to support Operating budgets are:
    - General Fund
    - Water and sewer reserves, cemetery receipts, parking receipts, and rental receipts;
    - Departmental revolving receipts
2. The annual operating cost of a proposed capital project, as well as debt service costs, will be identified before any long-term bonded capital project is recommended. Capital projects may increase future expenses, decrease future expenses or may be cost-neutral. The funding of capital projects may fall within available revenues (taxes or fees) or new revenue sources (debt or capital exclusions). It is important to project the impact that the proposed capital project has on the operating budget so that operating budget funding sources could also be identified or new funding sources recommended.
  3. Capital projects should be reviewed in relation to impact on property tax limitation and annual operating budgets.
    - a. Projects funded with current tax revenues should identify the impact on the annual operating budget.
    - b. Projects funded with long-term debt and not exempted from Proposition 2 ½ should identify the impact on annual operating budgets.
    - c. Projects funded with long-term debt and exempted from Proposition 2 1/2 should identify the impact on the annual tax rate and/or tax bill. (Debt Exclusion)
    - d. Projects funded with capital exclusion should identify the impact on current annual tax rate and/or tax bill. (Capital Expenditure Exclusion)
  4. Funding for discretionary capital projects should be contingent on voter approval of either a debt exclusion or capital expenditure exclusion so that the limited resources available within Proposition 2½ remain available for Town and School operating needs and essential capital projects. Non-discretionary projects are those needed to protect health and safety or to meet legal mandates. Debt Exclusions or Capital Expenditure Exclusions may also be considered for non-discretionary projects on a non-contingent basis.

### D. DEBT MANAGEMENT POLICIES

1. Long-term debt should not be incurred without a clear identification of its financing sources. Long-term debt is generally utilized to fund capital projects that have a long useful life and are relatively expensive. Because of the debt service costs and annual appropriations necessary to retire this debt, there should be clear knowledge and commitment of revenue sources available to pay these costs without competing with operating budgets for limited resources. See Financing Options and Capital Planning policies for further discussion.
2. Betterments will be assessed on all capital projects where applicable. (e.g. water, sewer, street, sidewalks, etc.) When specific benefits accrue to property owner(s), betterments will be assessed in accordance with State Statutes and local policies. This funding source will contribute all or a portion of the costs associated with the capital project.
3. General Fund debt service will not exceed 10% of General Fund revenues. The credit rating agencies, such

## **BYLAW, DEFINITIONS, AND FINANCIAL POLICIES**

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as Moody's Investors Services, consider debt service on net direct debt (i.e. non-self supporting) exceeding 20% of net operating revenues as a potential problem. Dramatic increases in debt service also indicate potential problems unless revenue sources increase to keep pace with these additions to fixed costs. The 10% benchmark provides a policy to apply to new projects and the growth of revenues to finance such projects.

4. The Town will attempt to maintain a long-term debt schedule so that at least 50% of outstanding principal will be paid within 10 years. Debt service costs include annual principal and interest payments. Debt service costs are also a significant portion of fixed costs. A reasonable maturity schedule not only reduces interest costs but recognizes that capital needs will continue to be identified and recommended. Credit rating bureaus review these maturity schedules and future capital needs.

### **Debt Service Fund**

The Debt Service Fund provides the appropriation for the Town's annual principal and interest costs associated with various capital construction projects. The projects are funded by the issuance of tax-exempt bonds. The Water and Sewer Enterprises pay for its debt service from user fees and betterments.

# SECTION 5



# FINANCIAL DATA



# FINANCIAL DATA

## Three Year Capital History

	Actual FY2020	Actual FY2021	Actual FY2022	TM Rec FY2023	Grand Total	Funding Source
<b>COMMUNITY SERVICES</b>	<b>\$4,500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,500,000</b>	
Renovation of Senior Center at Punchard	\$2,000,000				<b>\$2,000,000</b>	Free Cash
Renovation of Senior Center at Punchard	\$2,500,000				<b>\$2,500,000</b>	Borrow
<b>FINANCE</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$45,000</b>	<b>\$40,000</b>	
MUNIS Financial Software Improvements	\$40,000			\$15,000	<b>\$40,000</b>	Taxation
Patriot Assessing Software Upgrade				\$30,000	<b>\$0</b>	
<b>TOWN MANAGER</b>	<b>\$0</b>	<b>\$2,210,000</b>	<b>\$970,000</b>	<b>\$880,000</b>	<b>\$3,180,000</b>	
Town Offices Meeting Room & Public Access Improvements		\$625,000			<b>\$625,000</b>	Free Cash
Sidewalk Program		\$950,000	\$950,000	\$850,000	<b>\$1,900,000</b>	Borrow
Tree Management Fund		\$125,000			<b>\$125,000</b>	Free Cash
Merrimack River Access Way		\$510,000			<b>\$510,000</b>	Free Cash
Participatory Capital Budgeting			\$20,000	\$30,000	<b>\$20,000</b>	Taxation
<b>COMMUNITY DEVELOPMENT &amp; PLANNING</b>	<b>\$662,000</b>	<b>\$20,000</b>	<b>\$570,000</b>	<b>\$35,000</b>	<b>\$1,252,000</b>	
Conservation Land Management	\$12,000			\$15,000	<b>\$12,000</b>	Taxation
Dale Street Shawsheen River Access	\$15,000				<b>\$15,000</b>	Taxation
Software Update	\$100,000				<b>\$100,000</b>	Taxation
Historic Mill District Circulation & Street Design	\$50,000				<b>\$50,000</b>	Taxation
Historic Mill District Circulation & Street Design			\$500,000		<b>\$500,000</b>	Borrow
Conservation Dog Park-Grant Match	\$25,000				<b>\$25,000</b>	Taxation
Merrimack River Access Design Plan	\$60,000				<b>\$60,000</b>	Taxation
Parking & Hardscape Improvements	\$400,000				<b>\$400,000</b>	Borrow
Historic Mill District Feasibility Study/Services Land Disp		\$20,000			<b>\$20,000</b>	Taxation
Master Plan Compliation and Completion			\$30,000		<b>\$30,000</b>	Taxation
Shawsheen River Master Plan			\$40,000		<b>\$40,000</b>	Taxation
Review of Andover Wetlands Protection By-Law				\$20,000	<b>\$0</b>	Taxation
<b>SUSTAINABILITY</b>	<b>\$0</b>	<b>\$0</b>	<b>\$47,000</b>	<b>\$40,000</b>	<b>\$47,000</b>	
Climate and Sustainability Action Plan			\$47,000	\$40,000	<b>\$47,000</b>	Taxation
<b>LIBRARY</b>	<b>\$10,000</b>	<b>\$50,000</b>	<b>\$225,000</b>	<b>\$0</b>	<b>\$285,000</b>	
Circulation Desk Replacement	\$10,000	\$35,000			<b>\$45,000</b>	Taxation
Makerspace Design & Construction		\$15,000	\$225,000		<b>\$240,000</b>	Taxation/Borrow
<b>INFORMATION TECHNOLOGY</b>	<b>\$1,114,968</b>	<b>\$902,108</b>	<b>\$1,733,372</b>	<b>\$1,270,340</b>	<b>\$3,750,448</b>	
Annual Student PC Replacement/Lease Program	\$372,870	\$200,000			<b>\$572,870</b>	Cable
Annual Student PC Replacement/Lease Program		\$240,086			<b>\$240,086</b>	Taxation
Annual Student PC Replacement/Lease Program			\$418,128	\$436,477	<b>\$418,128</b>	Free Cash
Annual Staff PC Replacement/Lease Program	\$504,598	\$362,022			<b>\$866,620</b>	Taxation
Annual Staff PC Replacement/Lease Program			\$627,744	\$379,363	<b>\$627,744</b>	Free Cash
IT Platform and Infrastructure			\$687,500	\$454,500	<b>\$687,500</b>	Free Cash
IT Platform and Infrastructure		\$100,000			<b>\$100,000</b>	Taxation
IT Platform and Infrastructure	\$237,500				<b>\$237,500</b>	Borrow
<b>POLICE</b>	<b>\$195,000</b>	<b>\$527,000</b>	<b>\$255,000</b>	<b>\$205,000</b>	<b>\$977,000</b>	
Vehicle Replacement	\$195,000	\$195,000	\$205,000		<b>\$595,000</b>	Taxation
Vehicle Replacement				\$205,000	<b>\$0</b>	Free Cash
Public Safety CAD/RMS System		\$332,000			<b>\$332,000</b>	Taxation
Mobile Camera Trailer System			\$50,000		<b>\$50,000</b>	Taxation

# FINANCIAL DATA

## Three Year Capital History

<b>PARKING</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$40,000</b>	
Parking Enforcement Vehicle	\$40,000				\$40,000	Parking
<b>FIRE</b>	<b>\$885,000</b>	<b>\$1,121,000</b>	<b>\$648,000</b>	<b>\$345,000</b>	<b>\$2,654,000</b>	
Fire Apparatus Replacement	\$360,000	\$725,000	\$360,000		\$1,445,000	Borrow
Fire Apparatus Replacement				\$145,000	\$0	Free Cash
Public Safety Microwave Communications System	\$300,000		\$200,000		\$500,000	Borrow
Bi-Directional Amplifier System	\$175,000	\$300,000			\$475,000	Taxation
SCBA Air Compressor System		\$96,000			\$96,000	Taxation
AED's	\$50,000				\$50,000	Free Cash
Radio Box Repeater System			\$38,000		\$38,000	Taxation
Multiband Portable Radios			\$50,000		\$50,000	Taxation
Multiband Portable Radios				\$200,000	\$0	Borrow
<b>PUBLIC WORKS</b>	<b>\$2,664,729</b>	<b>\$2,659,279</b>	<b>\$2,179,279</b>	<b>\$2,184,279</b>	<b>\$7,503,287</b>	
Major Annual Road Maintenance	\$1,364,729	\$1,364,279	\$1,364,279	\$1,364,279	\$4,093,287	Chapter 90
Minor Sidewalk Repairs	\$200,000	\$200,000			\$400,000	Taxation
Minor Sidewalk Repairs			\$250,000	\$250,000	\$250,000	Free Cash
Highway Vehicles - Small	\$200,000	\$120,000	\$145,000	\$150,000	\$465,000	Taxation
Highway Vehicles - Large	\$380,000	\$580,000	\$400,000	\$400,000	\$1,360,000	Borrow/Free Cash
Minor Storm Drain Improvements		\$300,000			\$300,000	Borrow
Spring Grove Cemetery Improvements	\$20,000	\$20,000	\$20,000	\$20,000	\$60,000	Taxation
Town Bridget Maintenance & Evaluation	\$500,000				\$500,000	Borrow
Two Way Radio System Phase 2		\$75,000			\$75,000	Taxation
<b>WATER/SEWER ENTERPRISE</b>	<b>\$4,885,000</b>	<b>\$8,549,350</b>	<b>\$9,375,000</b>	<b>\$6,560,000</b>	<b>\$22,809,350</b>	
Water/Sewer Vehicles	\$225,000	\$225,000	\$125,000	\$350,000	\$575,000	Reserves
Hydrant Replacement Program	\$100,000	\$100,000			\$200,000	Reserves
Major Water Main Replacement	\$4,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$16,000,000	Borrow
Water Treatment Plant GAC Replacement	\$450,000	\$450,000			\$900,000	Reserves
WTP Parking Area Improvements	\$110,000				\$110,000	Reserves
Minor Sanitary Sewer Collection System Improvements		\$50,000	\$100,000		\$150,000	Reserves
Date Street Pumping Station Replacement				\$210,000	\$0	Borrow
Inflow/Infiltration Removal Program		\$150,000	\$150,000		\$300,000	Reserves
Shawsheen Pump Station		\$1,574,350			\$1,574,350	Borrow
WTP Generator			\$2,500,000		\$2,500,000	Borrow
Fish Brook Intake Replacement			\$500,000		\$500,000	Borrow
<b>PLANT &amp; FACILITIES</b>	<b>\$2,353,000</b>	<b>\$2,008,000</b>	<b>\$2,315,000</b>	<b>\$3,315,000</b>	<b>\$6,676,000</b>	
Town Projects - Building	\$380,000	\$380,000	\$400,000	\$445,000	\$1,160,000	Taxation
Town Projects - Mechanical & Electrical	\$280,000	\$280,000	\$325,000	\$345,000	\$885,000	Taxation
Town Vehicle Replacement	\$123,000	\$35,000	\$70,000	\$65,000	\$228,000	Taxation
Major Town Projects	\$650,000	\$825,000	\$605,000	\$1,600,000	\$2,080,000	Borrow
Town & School Energy Initiatives	\$420,000	\$300,000	\$530,000	\$90,000	\$1,250,000	Borrow/Free Cash
Town & School Security Projects	\$100,000	\$188,000	\$125,000	\$100,000	\$413,000	Taxation
Town Playground Replacements				\$550,000	\$0	Borrow
Town Playground Replacements	\$400,000		\$260,000	\$120,000	\$660,000	Taxation
<b>SCHOOL</b>	<b>\$2,091,600</b>	<b>\$3,430,000</b>	<b>\$4,010,000</b>	<b>\$2,921,500</b>	<b>\$9,531,600</b>	
School Projects - All Schools	\$585,000	\$650,000	\$735,000	\$870,000	\$1,970,000	Taxation
School - Projects by Building	\$426,600	\$500,000	\$450,000	\$401,500	\$1,376,600	Taxation
Major School Projects	\$920,000	\$2,280,000	\$2,825,000	\$1,650,000	\$6,025,000	Borrow
AHS Feasibility Study	\$160,000				\$160,000	Free Cash
West Elementary/Shawsheen Pre-K Construction						Exempt Borrow
<b>Grand Total</b>	<b>\$19,441,297</b>	<b>\$21,476,737</b>	<b>\$22,327,651</b>	<b>\$17,801,119</b>	<b>\$63,245,685</b>	

# FINANCIAL DATA

	FY 2022	FY 2023	Dollar Change	Percent Change	FY 2024	FY 2025	FY 2026	FY 2027
<b>I. REVENUE</b>								
A. Property Taxes								
Prior Year Levy	157,043,309	162,900,814	5,857,505	3.73%	168,904,756	175,058,797	181,366,689	187,832,279
2 1/2% Increase	3,926,083	4,072,520	146,438	3.73%	4,222,619	4,376,470	4,534,167	4,695,807
New Growth		1,931,422	-	0.00%	1,931,422	1,931,422	1,931,422	1,931,422
Unused Excess Levy Capacity	(300,000)	(300,000)	-	0.00%	(300,000)	(300,000)	(300,000)	(300,000)
Exempt Debt Service	3,008,574	2,678,258	(322,316)	-10.74%	2,289,199	2,208,481	2,132,660	1,940,732
<b>Total Property Taxes</b>	<b>165,601,388</b>	<b>171,283,014</b>	<b>5,681,626</b>	<b>3.43%</b>	<b>177,047,996</b>	<b>183,275,170</b>	<b>189,664,939</b>	<b>196,100,240</b>
B. State Aid	14,237,530	14,513,549	276,019	1.94%	14,795,089	15,082,259	15,375,173	15,673,945
C. Local Receipts	11,398,588	11,634,229	235,641	2.07%	11,885,769	11,997,100	12,110,240	12,225,184
D. Free Cash for CIP & Articles	1,983,372	1,870,340	(113,032)		2,317,670	2,443,989	1,813,766	1,550,763
E. Other Revenues - Indirects, Cable, Bond Prem	2,055,726	2,118,306	62,580	-3.04%	2,183,076	2,250,583	2,320,046	2,391,990
<b>TOTAL REVENUES</b>	<b>195,276,604</b>	<b>201,419,438</b>	<b>6,142,834</b>	<b>3.15%</b>	<b>208,229,601</b>	<b>215,049,101</b>	<b>221,284,164</b>	<b>227,942,121</b>
<b>II. APPROPRIATIONS - Debt/Obligations/Capital</b>								
A. Capital & Debt Service								
Non-Exempt Debt Service	7,988,629	8,351,749	363,120	4.55%	8,892,988	9,923,704	10,325,803	10,770,587
Exempt Debt Service	3,065,537	2,736,844	(328,693)	-10.72%	2,341,408	2,254,313	2,172,115	1,973,810
Cash Capital Outlay	3,010,000	2,756,500	(253,500)	-8.42%	2,875,000	2,225,000	2,190,000	1,975,000
<b>Total General Fund Capital</b>	<b>14,064,166</b>	<b>13,845,093</b>	<b>(219,073)</b>	<b>-1.56%</b>	<b>14,109,396</b>	<b>14,403,017</b>	<b>14,687,918</b>	<b>14,719,397</b>
B. Obligations - Fixed Costs								
Retirement	12,897,390	13,990,159	1,092,769	8.47%	15,021,232	16,128,297	17,316,952	18,593,211
Insurance/Workers Comp	1,240,000	1,364,000	124,000	10.00%	1,500,400	1,650,440	1,815,484	1,997,032
Unemployment Compensation	160,000	164,000	4,000	2.50%	168,100	172,303	176,610	181,025
Health Insurance	24,742,244	25,119,661	377,417	1.53%	27,129,234	29,299,573	31,643,538	34,175,022
Less: Retiree Savings To OPEB	(999,079)	(1,039,042)			(1,080,604)	(1,123,828)	(1,168,781)	(1,215,532)
Less: New Employee Contribution Split	(595,703)	(742,106)			(1,141,044)	(1,168,865)	(1,197,242)	(1,210,000)
Total Health Insurance	23,147,462	23,338,513	191,051	0.83%	24,907,586	27,006,880	29,277,515	31,749,489
OPEB	1,696,026	1,753,413	57,387	3.38%	1,812,834	1,874,364	1,938,081	2,004,064
OPEB Original	696,947	714,371	17,424	2.50%	732,230	750,536	769,300	788,532
OPEB Additional Retiree Savings	999,079	1,039,042	39,963	4.00%	1,080,604	1,123,828	1,168,781	1,215,532
<b>Total General Fund Obligations</b>	<b>53,205,044</b>	<b>54,455,178</b>	<b>1,250,134</b>	<b>2.37%</b>	<b>57,519,548</b>	<b>61,235,300</b>	<b>65,212,560</b>	<b>69,244,219</b>
C. State Assessments	827,852	848,548	20,696	2.50%	869,762	891,506	913,794	936,639
D. Offset Aid - Assistance to Libraries	59,121	59,121	-		59,121	59,121	59,121	59,121
E. Technical School Assessment	800,000	1,074,000	274,000	34.25%	1,106,220	1,139,407	1,173,589	1,208,796
F. Overlay Reserve	700,000	700,000	-	0.00%	700,000	1,200,000	800,000	800,000
G. Warrant Articles - From Taxation	17,000	31,000	14,000	0.00%	31,000	31,000	31,000	31,000
H. Warrant Articles - From Free Cash	1,983,372	1,870,340	(113,032)	0.00%	2,317,670	2,443,989	1,813,766	1,550,763
I. Other - Court Judgements & Deficits	167,499	163,216	(4,283)	0.00%	150,000	150,000	150,000	150,000
<b>Total Debt/Obligations/Capital</b>	<b>57,759,888</b>	<b>59,201,403</b>	<b>1,441,515</b>	<b>2.50%</b>	<b>62,753,321</b>	<b>67,150,323</b>	<b>70,153,830</b>	<b>73,980,538</b>
<b>III. APPROPRIATIONS - Town &amp; School Operations</b>								
Town	44,693,264	45,922,329	1,229,065	2.75%	47,185,193	48,482,786	49,816,062	51,186,004
Unfunded Liability Offset	230,000	230,000	-	0.55%	230,000	230,000	230,000	230,000
Total Town	44,923,264	46,152,329	1,229,065	3.30%	47,415,193	48,712,786	50,046,062	51,416,004
School	92,593,452	96,065,706	3,472,254	3.75%	99,668,170	103,405,727	107,283,441	111,306,570
<b>Total Appropriations for Operations</b>	<b>137,516,716</b>	<b>142,218,035</b>	<b>4,701,319</b>	<b>3.42%</b>	<b>147,083,363</b>	<b>152,118,512</b>	<b>157,329,504</b>	<b>162,722,574</b>
<b>TOTAL APPROPRIATIONS</b>	<b>195,276,604</b>	<b>201,419,439</b>	<b>6,142,835</b>	<b>3.15%</b>	<b>209,836,684</b>	<b>219,268,835</b>	<b>227,483,333</b>	<b>236,703,112</b>
<b>BALANCE</b>	<b>0</b>	<b>(0)</b>			<b>(1,607,083)</b>	<b>(4,219,734)</b>	<b>(6,199,169)</b>	<b>(8,760,991)</b>

*This version of the Long-Range Financial Plan does not include adjustments related to debt service for a pension obligation bond or construction of West Elementary/Shawsheen Pre-School.*

# FINANCIAL DATA

REVENUE AND EXPENDITURE PROJECTIONS		5/7/21	11/5/21	FY2024	FY2025	FY2026	FY2027	FY23 ASSUMPTIONS
REVENUES	FY2022 PROJECTION	FY2023 PROJECTION	FY2023 PROJECTION	FY2024 PROJECTION	FY2025 PROJECTION	FY2026 PROJECTION	FY2027 PROJECTION	
PROPERTY TAXES								
Prior Year Tax Levy Limit	157,049,369	162,900,814	168,904,756	175,038,797	181,366,689	187,733,279	193,810,732	Beginning tax levy limit based on full levy FY22
Annual Increase	3,926,083	4,072,320	4,222,619	4,374,470	4,531,167	4,695,807	4,867,121	Additional 2.5% allowed by law
Certified New Growth	1,931,422	1,931,422	1,931,422	1,931,422	1,931,422	1,931,422	1,931,422	New growth estimate based on 3-yr. avg.
Unaudited Tax Levy Capacity	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	Unaudited Levy A.T.M. 2015
TOTAL	162,680,814	168,864,756	174,738,797	181,668,889	187,532,279	193,467,321	199,319,255	
ADDITIONAL PROPERTY TAXES								
Debt Service Exclusion (Expiring)	3,065,537	2,736,844	2,341,488	2,043,488	1,743,313	1,437,115	1,121,115	Debt service bonded projects
Less Premium Adjustment	(64,965)	(38,965)	(38,289)	(38,289)	(45,853)	(59,425)	(73,073)	Per Town Act calculation
TOTAL	3,000,572	2,697,879	2,303,199	2,005,199	1,697,460	1,377,690	1,048,042	
STATE AID								
Charter 70 Education Aid	11,827,131	12,073,874	12,315,351	12,561,658	12,812,891	13,069,149	13,325,407	Increase 2%
Charter Tuition Capital Assistance Reimbursement	13,937	13,937	13,937	13,937	13,937	13,937	13,937	Level Fund at FY22
Revenue for Direct Expenditures (CS Offsets)	59,121	59,121	59,121	59,121	59,121	59,121	59,121	Level Fund at FY22
Veterans Benefits	44,665	44,665	44,665	44,665	44,665	44,665	44,665	Level Fund at FY22
Vet. Blind Surv. Spouse Benefit	61,887	61,887	61,887	61,887	61,887	61,887	61,887	Level Fund at FY22
State Owned Land	256,856	256,856	256,856	256,856	256,856	256,856	256,856	Level Fund at FY22
General Municipal Aid	1,965,833	2,033,110	2,043,172	2,054,053	2,064,935	2,075,816	2,086,698	Increase 2%
TOTAL	14,257,550	14,513,549	14,735,089	14,956,259	15,177,312	15,398,366	15,619,420	
GENERAL LOCAL REVENUES								
Motor Vehicle Excise	5,592,875	5,651,834	5,708,352	5,765,456	5,823,090	5,881,321	5,940,142	Increase 1% FY23-FY27
Licenses/Permits	2,354,000	2,377,540	2,401,315	2,425,329	2,449,582	2,474,078	2,498,806	Increase 1% FY23-FY27
Penalties/Interest	480,000	480,000	480,000	480,000	480,000	480,000	480,000	Level Fund FY22
Fines	227,000	227,000	227,000	227,000	227,000	227,000	227,000	Level Fund FY22
General Government	344,963	358,586	372,309	386,032	399,755	413,478	427,201	Level Fund FY22 Plus Premium Adj.
Rents	61,000	61,000	61,000	61,000	61,000	61,000	61,000	Level Fund FY22
Investment Income	200,000	204,000	208,000	212,000	216,000	220,000	224,000	Increase 2% FY23-FY27
Meals Tax	575,000	582,500	590,000	597,500	605,000	612,500	620,000	Increase 10% FY23 & FY24 Increase 3% FY25-FY27
Hotel/Motel Excise	900,000	900,000	900,000	900,000	900,000	900,000	900,000	DOR Bd FY22 Plus 10% FY23 Level FY24-FY27
Medical Reimbursement	200,000	200,000	200,000	200,000	200,000	200,000	200,000	Level Fund FY22
Miscellaneous PIL OTS	440,750	451,769	462,789	473,809	484,829	495,849	506,869	Increase 2.5%
TOTAL	11,398,583	11,642,229	11,885,769	12,129,100	12,372,440	12,615,780	12,859,120	
OFFSET/LOCAL REVENUES								
Community Services	393,510	505,510	505,510	505,510	505,510	505,510	505,510	Based on avail bal reserved direct exp within dept. budgets
Elder Services	106,000	106,000	106,000	106,000	106,000	106,000	106,000	"
Municipal Facilities	20,000	80,000	80,000	80,000	80,000	80,000	80,000	"
Spring Grove Cemetery	60,000	60,000	60,000	60,000	60,000	60,000	60,000	"
Police Off-Duty Fee	60,000	60,000	60,000	60,000	60,000	60,000	60,000	"
Ambulance	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	"
TOTAL	1,889,510	2,091,510	2,091,510	2,091,510	2,091,510	2,091,510	2,091,510	
ENTERPRISE FUNDS								
Water and Sewer Rates and Operating Reserves	16,224,886	16,375,965	16,527,044	16,678,123	16,829,202	16,980,281	17,131,360	
TOTAL	16,224,886	16,375,965	16,527,044	16,678,123	16,829,202	16,980,281	17,131,360	
OTHER AVAILABLE FUNDS - BUDGET								
Off-Street Parking Fund (Operating Budget)	151,960	145,000	145,000	145,000	145,000	145,000	145,000	Reserved direct expenditures in Off-Street Budget
Youth Services	25,000	25,000	25,000	25,000	25,000	25,000	25,000	"
Cable - Technology Pkg	6,000	6,000	6,000	6,000	6,000	6,000	6,000	Actual Debt Offset - Final Payment FY22
Cemetery Perpetual Care	30,000	30,000	30,000	30,000	30,000	30,000	30,000	Cemetery Maintenance
Andover Youth Foundation	25,000	25,000	25,000	25,000	25,000	25,000	25,000	Youth Center Bldg
CD&P Wetland Fees	231,000	231,000	231,000	231,000	231,000	231,000	231,000	Wetlands
TOTAL	297,960	291,000	291,000	291,000	291,000	291,000	291,000	
OTHER AVAILABLE FUNDS - ARTICLES								
Cable TV	-	-	-	-	-	-	-	
Cable Operator	-	-	-	-	-	-	-	
Water Sewer Reserves Articles	375,000	350,000	325,000	300,000	275,000	250,000	225,000	DPW 12-5558K
Water Sewer Reserves Operating	444,386	400,000	355,000	310,000	265,000	220,000	175,000	Water Sewer Projections 11/5/21
Overlays/Supplies	10,000	-	-	-	-	-	-	
Parkland Funds	-	-	-	-	-	-	-	
Elder Service Stabilization Transfer	-	-	-	-	-	-	-	
Debt Re-Parapase	-	-	-	-	-	-	-	
Columbia Gas Settlement	-	-	-	-	-	-	-	
Bond Premium Stabilization	-	-	-	-	-	-	-	
TOTAL	929,386	1,130,873	1,000,000	885,000	770,000	655,000	540,000	
FREE CASH								
Capital Projects Articles	1,983,372	1,870,340	1,757,308	1,644,276	1,529,244	1,414,212	1,300,180	FTDPW QP FY23-FY27
Operating Budget	-	-	-	-	-	-	-	
Other Articles	-	-	-	-	-	-	-	
TOTAL	1,983,372	1,870,340	1,757,308	1,644,276	1,529,244	1,414,212	1,300,180	
* GRAND TOTAL REVENUES + INCREASE OVER PRIOR YEAR	212,402,620	219,130,481	227,451,946	235,070,373	242,383,708	249,698,816	257,019,925	3.10%

# FINANCIAL DATA

REVENUE AND EXPENDITURE PROJECTIONS	5/7/21		11/5/21		FY2024		FY2025		FY2026		FY2027		FY23 ASSUMPTIONS
	PROJECTION	FY2022	PROJECTION	FY2023	PROJECTION	FY2024	PROJECTION	FY2025	PROJECTION	FY2026	PROJECTION	FY2027	
<b>OBLIGATIONS</b>													
Retirement	12,897,390		13,990,159		15,021,232		16,128,297		17,316,952		18,593,211		ARB 1/21 Funded 2040/5.75%/7.37% Escalation Incl AHA
Insurance/Workers Comp	1,240,000		1,364,000		1,500,400		1,650,440		1,815,484		1,997,032		Premium Based Program
Unemployment Compensation	160,000		164,000		168,100		172,303		176,610		181,025		Increase 2.5%
Health Insurance	24,742,244		25,119,661		27,129,234		29,299,573		31,643,538		34,175,022		Increase 1.53% FY23, 8% FY24-FY27
Health Insurance Savings Offset to OPEB	(990,079)		(1,039,042)		(1,080,604)		(1,123,828)		(1,168,781)		(1,215,532)		Retiree Savings to OPEB Contribution Change
Health Insurance Savings New Employee Contributions	(695,703)		(742,106)		(791,044)		(839,865)		(889,794)		(939,725)		EFF 7/1/17 Emp 30%/Town 70% HMO Plans 20New per Yr
State Assessments	827,852		845,548		869,762		891,586		913,794		936,639		Increase 2.5%
Overly	700,000		700,000		700,000		700,000		700,000		700,000		Revaluation FY25
OPEB Original	696,947		714,371		732,230		750,536		769,300		788,532		Increase 2.5%
OPEB Additional Retiree Savings	999,079		1,039,042		1,080,604		1,123,828		1,168,781		1,215,532		Per OPEB Funding Schedule
Technical Schools	800,000		1,074,000		1,106,220		1,139,407		1,173,589		1,208,796		Increase 3%
Water and Sewer Operating/Debt Budget	14,413,546		14,738,533		15,494,845		16,251,761		17,805,034		19,038,195		Per TM Projection/OPEB's Retirement Included/FY23 Debt Included
Reserve for Direct Expenditures	59,121		59,121		59,121		59,121		59,121		59,121		Cherry sheet offsets - Level Fund FY22
Other Local Expenditures (Deficits to be Raised)	167,499		163,216		150,000		150,000		150,000		150,000		Overlay/court judgments/deficits to be raised
<b>TOTAL</b>	<b>56,108,896</b>		<b>58,193,505</b>		<b>61,790,101</b>		<b>66,524,078</b>		<b>71,426,180</b>		<b>76,717,573</b>		
<b>DEBT SERVICE</b>													
Existing Non-Exempt General Fund Debt	6,791,371		6,167,227		5,891,180		5,641,656		5,253,119		4,962,777		Actual Debt
Appropriated/Not Borrowed Non-Exempt General Fund	1,012,258		1,999,522		2,170,141		2,379,381		2,531,629		2,748,153		Per 2/5/21 CF Debt Analysis
New General Fund CIP PROJECTS	-		-		646,667		1,717,667		2,571,355		3,676,657		Per 2/5/21 CF Debt Analysis
BAN Interest non-exempt	80,000		80,000		80,000		80,000		80,000		80,000		
General Fund Bond Issue Expense	105,000		105,000		105,000		105,000		105,000		105,000		
Existing Exempt Debt - School and Public Safety Center	3,065,537		2,736,844		2,341,408		2,254,313		2,172,115		1,973,810		Actual Debt
<b>TOTAL</b>	<b>11,064,166</b>		<b>11,088,593</b>		<b>11,234,396</b>		<b>12,178,017</b>		<b>12,497,918</b>		<b>13,046,397</b>		
<b>Capital Projects Fund from taxation</b>													
Capital Projects Fund from taxation	3,010,000		2,756,500		2,875,000		2,225,000		2,190,000		1,975,000		FY23-FY27 CIP Request is 5.72% Free Cash to Balance FY24-FY27
<b>TOTAL</b>	<b>3,010,000</b>		<b>2,756,500</b>		<b>2,875,000</b>		<b>2,225,000</b>		<b>2,190,000</b>		<b>1,975,000</b>		
<b>OFFSET/AVAILABLE FUNDS EXPENDITURES</b>													
Offset Local Revenues	1,889,510		1,889,510		1,889,510		1,889,510		1,889,510		1,889,510		
Other Available Funds - Budget	231,960		231,960		231,960		231,960		231,960		231,960		Parking (\$151,960)/Wetlands (\$25,000)/A YF (\$30,000)/A YS (\$25,000)
<b>TOTAL</b>	<b>2,121,470</b>		<b>2,121,470</b>		<b>2,121,470</b>		<b>2,121,470</b>		<b>2,121,470</b>		<b>2,121,470</b>		
<b>ARTICLES</b>													
Transfer to Stabilization Fund	-		-		-		-		-		-		
Capital Projects Articles - Free Cash	1,983,372		1,870,340		2,317,670		2,443,989		1,813,766		1,550,763		
Operating Budget (S&D) - FY18 - Free Cash	675,000		350,000		1,205,000		1,147,000		672,000		450,000		DPW 12-\$350K
Articles from Water/Sewer reserves/mis	-		-		-		-		-		-		
Parking Funds	-		-		-		-		-		-		
Elder Services Stabilization Transfer	-		-		-		-		-		-		
Cable Operating	17,000		31,000		31,000		31,000		31,000		31,000		Transp-\$12K/Civic Events-\$5K/Fireworks \$14K
Articles from taxation	-		-		-		-		-		-		
Debt Re-Purpose	16,000		6,000		6,000		6,000		6,000		6,000		Cemetery-\$6K
Other Available Funds	2,691,372		2,257,340		3,559,670		3,627,989		2,522,766		2,037,763		
<b>TOTAL</b>	<b>74,985,904</b>		<b>76,417,406</b>		<b>81,580,636</b>		<b>86,676,554</b>		<b>90,758,334</b>		<b>95,898,203</b>		
<b>* TOTAL DEDUCTIONS *</b>	<b>137,516,716</b>		<b>142,713,075</b>		<b>145,971,320</b>		<b>148,393,819</b>		<b>151,625,375</b>		<b>154,154,623</b>		
<b>BAL FOR TOWN &amp; SCHOOL OPERATING BUDGETS</b>													
\$ INCREASE FOR TOWN & SCHOOL OPERATING BUDGET	4,772,924		5,196,359		3,258,245		2,472,499		3,231,556		2,529,249		
% INCREASE OVER PRIOR YEAR	3.60%		3.78%		2.88%		1.66%		2.18%		1.67%		
<b>TOTAL</b>	<b>212,502,620</b>		<b>219,130,481</b>		<b>227,551,956</b>		<b>235,070,373</b>		<b>242,383,708</b>		<b>250,052,826</b>		

# FINANCIAL DATA

TOWN OF ANDOVER, MASSACHUSETTS DETAIL DEBT SCHEDULE BY FISCAL YEAR As of July 1, 2021 PRINCIPAL & INTEREST											
ISSUE	ARTICLE	LOAN DATE	RATE	TOTAL		2022	2023	2024	2025	2026	TOTAL ALL YEARS
				LOAN	AMOUNT						
EXEMPT DEBT											
SCHOOL											
SCHOOL BONDS EXEMPT REFI	ART 9, 2000	12/22/11	1.645%	3,361,700	648,380	333,487.50	318,543.75	-	-	-	652,031.25
BANCROFT FEASIBILITY	ART 59, 2009	12/22/11	2.339%	162,000	41,750	11,812.50	11,500.00	11,275.00	6,100.00	5,971.88	79,450.05
MIDDLELEVEL SCHOOL Refi NC	ART 9, 2000	12/19/12	1.821%	1,500,000	488,683	165,200.00	159,600.00	154,000.00	148,400.00	142,800.00	770,000.00
BANCROFT SCHOOL	ART 03, 2012	12/19/12	2.459%	14,000,000	4,795,992	965,250.00	967,250.00	929,250.00	901,250.00	873,250.00	10,094,875.00
BANCROFT SCHOOL	ART 03, 2012	3/6/14	3.076%	13,055,000	981,812.50	949,062.50	916,312.50	883,562.50	845,812.50	812,062.50	10,612,625.00
BANCROFT SCHOOL	ART 1, 2013	3/6/14	3.069%	2,435,000	180,150.00	174,150.00	168,150.00	162,150.00	156,150.00	150,150.00	1,955,100.00
BANCROFT SCHOOL	ART 3, 2010	6/19/15	2.816%	100,000	7,362.50	7,162.50	6,962.50	6,762.50	6,562.50	6,362.50	87,000.00
BANCROFT SCHOOL	ART 1, 2013	6/19/15	2.789%	779,000	58,087.50	56,487.50	54,887.50	53,287.50	51,687.50	50,087.50	661,250.00
BANCROFT SCHOOL	ART 3, 2010	12/15/16	2.937%	967,000	72,405.00	73,950.00	72,450.00	70,700.00	68,700.00	67,330.00	973,930.00
TOTAL SCHOOL	017112-5741					2,795,667.50	2,707,706.25	2,313,287.50	2,232,212.50	2,150,934.38	25,886,261.30
PUBLIC SAFETY											
PUBLIC SAFETY CENTER REFI	ART 40, 2001	2/15/10	2.575%	101,500	29,685	10,200.00	-	-	-	-	10,200.00
PUBLIC SAFETY CENTER REFI	ART 16, 1999	2/15/10	2.573%	2,353,500	688,716	229,500.00	-	-	-	-	229,500.00
PUBLIC SAFETY CENTER	ART 10-1, 2002	12/1/07	3.773%	80,000	26,031	5,500.00	5,300.00	5,100.00	-	-	15,900.00
PUBLIC SAFETY CENTER	ART 10-1, 2002	3/15/09	3.929%	425,000	175,105	24,770.28	23,837.50	23,020.00	22,100.00	21,180.00	164,347.78
TOTAL PUBLIC SAFETY CENTER	017112-5746					269,970.28	29,137.50	28,120.00	22,100.00	21,180.00	419,947.78
TOTAL EXEMPT						3,065,637.78	2,736,843.75	2,341,407.50	2,254,312.50	2,172,114.38	26,306,209.08
PUBLIC SERVICE ENTERPRISES											
WATER DEBT											
WATER TREATMENT PLANT	ART 42, 2002	12/22/11	1.768%	473,000	102,196	47,880.00	46,473.75	43,483.75	-	-	137,837.50
WATER SYSTEM	ART 20, 2003	12/15/11	1.778%	997,400	214,672	101,107.50	98,138.75	93,035.00	-	-	292,281.25
WATER MAINS REFINANCED	ART 43, 2002	12/19/12	3.986%	235,050	27,876	27,876.00	21,976.00	21,176.00	19,788.00	-	90,816.00
WATER SYSTEM	ART 20, 2008	10/15/06	3.883%	1,000,000	411,325	60,912.50	58,975.00	57,000.00	55,000.00	53,000.00	335,887.50
WATER PLANT (WPAT)	ART 34, 2005	12/14/06	N/A	4,666,635	1,004,884	283,578.17	283,575.87	283,575.89	283,576.13	283,576.45	1,701,456.19
WATER PLANT (WPAT)	ART 34, 2005	12/14/06	N/A	634,717	132,694	38,370.23	38,371.01	38,370.31	38,370.88	38,370.38	306,964.49
WATER SYSTEM	ART 20, 2003	12/1/07	3.918%	1,472,000	596,536	93,662.50	85,662.50	82,662.50	80,662.50	77,218.75	565,143.75
WATER SYSTEM	ART 34, 2005	12/1/07	3.926%	1,000,000	411,875	63,187.50	61,187.50	59,187.50	57,187.50	55,187.25	400,031.25
WATER TREATMENT PLANT	ART 34, 2010	12/22/11	2.436%	250,000	68,632	18,075.00	12,662.50	12,437.50	12,200.00	11,943.75	132,900.00
WTP GRANULAR CARBON	ART 33, 2010	12/22/11	1.545%	400,000	69,600	40,800.00	-	-	-	-	40,800.00
WATER MAINS	ART 31, 2010	12/19/12	2.468%	500,000	171,285	35,187.50	34,187.50	33,187.50	32,187.50	31,187.50	360,531.26
WATER TREATMENT PLANT PUMP	ART 44, 2011	12/19/12	1.461%	100,000	15,613	10,400.00	-	-	-	-	10,400.00
WATER MAIN CONSTRUCTION	ART 42, 2011	3/6/14	3.078%	500,000	37,531.28	36,281.28	35,031.28	33,781.28	32,531.28	31,281.28	407,312.58
WATER MAIN REPLACEMENT	ART 35, 2012	3/6/14	3.062%	1,439,000	105,087.50	101,587.50	98,087.50	94,587.50	91,087.50	87,587.50	1,140,475.00
HYDRANT REPLACEMENT	ART 46, 2013	3/6/14	2.065%	500,000	57,500.00	55,000.00	52,500.00	50,000.00	-	-	165,000.00
WATER MAIN REPLACEMENT	ART 41, 2013	3/6/14	3.078%	1,000,000	75,062.50	72,562.50	70,062.50	67,562.50	65,062.50	62,562.50	814,625.00
GAC REPLACEMENT	ART 33, 2010	3/6/14	2.027%	110,000	11,000	11,000.00	10,500.00	10,000.00	-	-	33,000.00
WATER DISTRIBUTION MAINTENANCE	ART 43, 2012	6/19/15	2.043%	500,000	58,000.00	56,000.00	54,000.00	52,000.00	50,000.00	-	220,000.00
WATER DISTRIBUTION MAINT PROGRAM	ART 42, 2013	6/19/15	2.043%	500,000	58,000.00	56,000.00	54,000.00	52,000.00	50,000.00	-	220,000.00
FIRE HYDRANT INFRAST MAINT 1	ART 46, 2016	6/19/15	2.043%	500,000	58,000.00	56,000.00	54,000.00	52,000.00	50,000.00	-	220,000.00
FIRE HYDRANT INFRAST MAINT 2	ART 22, 2014	6/19/15	2.043%	500,000	58,000.00	56,000.00	54,000.00	52,000.00	50,000.00	-	220,000.00
WATER TREATMENT PLANT EQUIPMENT	ART 44, 2011	6/19/15	2.022%	340,000	40,200.00	38,000.00	36,000.00	34,000.00	32,000.00	-	142,000.00
WATER STORAGE TANKS REHAB	ART 44, 2016	12/15/16	2.200%	1,375,800	166,187.00	162,190.00	153,095.00	148,340.00	142,940.00	-	906,342.00
WATER MAIN REPLACEMENT	ART 56, 2015	12/15/17	2.560%	1,308,000	127,950.00	124,800.00	120,300.00	116,800.00	113,300.00	108,675.00	1,248,975.00
WATER MAIN REPLACEMENT	ART 27, 2017	12/15/17	2.570%	464,300	43,200.00	42,150.00	40,650.00	39,150.00	37,650.00	36,000.00	435,150.00
WTP ELECTRICAL SUBSTATION	ART 30, 2017	12/15/17	2.520%	276,800	28,050.00	27,350.00	26,350.00	25,350.00	24,350.00	23,350.00	257,975.00
BANCROFT HIGH LIFT PUMPS	ART 31, 2017	12/15/17	2.570%	464,300	43,200.00	42,150.00	40,650.00	39,150.00	37,650.00	36,000.00	435,150.00
WTP HEATING SYSTEM	ART 38, 2017	12/15/17	2.530%	93,500	7,200.00	7,025.00	6,775.00	6,525.00	6,275.00	6,025.00	72,525.00
WATER MAIN REPLACEMENT	ART 41, 2016	11/15/18	3.480%	500,000	44,625.00	43,375.00	42,125.00	40,875.00	39,625.00	38,375.00	622,125.00
WATER MAIN REPLACEMENT	ART 27, 2017	11/15/18	3.480%	1,500,000	133,875.00	130,125.00	126,375.00	122,625.00	118,875.00	115,125.00	1,886,375.00
WTP ELECTRICAL SUBSTATION	ART 30, 2017	11/15/18	3.100%	200,000	22,725.00	21,975.00	21,225.00	20,475.00	19,725.00	18,975.00	215,850.00
BANCROFT HIGH LIFT PUMPS	ART 31, 2017	11/15/18	3.150%	90,000	13,050.00	12,675.00	12,300.00	11,925.00	11,550.00	11,175.00	89,050.00
WTP HEATING SYSTEM	ART 38, 2017	11/15/18	3.100%	100,000	13,550.00	13,050.00	12,550.00	12,050.00	11,550.00	11,050.00	100,050.00
WATER MAIN REPLACEMENT	ART 41, 2016	12/18/19	2.320%	500,000	41,781.26	40,531.26	39,281.26	38,031.26	36,781.26	35,531.26	612,963.27
WATER MAIN REPLACEMENT	ART 27, 2017	12/18/19	2.320%	597,000	50,000.00	48,500.00	47,000.00	45,500.00	44,000.00	42,500.00	728,000.00
WATER MAIN REPLACEMENT	ART 25, 2018	12/18/19	2.320%	3,000,000	250,687.50	243,187.50	235,687.50	228,187.50	220,687.50	213,187.50	3,677,718.75
WATER MAIN REPLACEMENT	ART 29, 2019	12/18/19	2.320%	2,000,000	167,125.00	162,125.00	157,125.00	152,125.00	147,125.00	142,125.00	2,451,812.50
WTP ELECTRICAL SUBSTATION REPLACEMENT	ART 27, 2018	12/17/20	1.499%	1,305,400	134,483.78	110,850.00	102,275.00	99,025.00	95,775.00	92,525.00	1,883,333.78
WATER MAIN REPLACEMENT (MCWT 0% INTEREST)					156,261.00	156,495.00	156,730.00	156,965.00	157,200.00	157,435.00	4,781,300.00
TOTAL WATER						2,823,766.70	2,663,795.40	2,574,485.97	2,301,102.51	1,988,319.10	28,152,747.07
SEWER DEBT											
SEWER SO MAIN ST. (Betterment) REFI	ART 41, 1999	2/15/10	2.577%	2,460,000	720,014	244,800.00	-	-	-	-	244,800.00
SEWER FOREST HILLS (Betterment) REFI	ART 13, 2000	2/15/10	2.572%	1,674,000	487,042	163,200.00	-	-	-	-	163,200.00
SEWER SO MAIN ST. (Betterment)	ART 41, 1999	12/22/11	1.645%	1,941,350	374,490	192,750.00	182,025.00	-	-	-	374,775.00
SEWER ROGERS BROOK (Betterment)	ART 42, 1999	12/22/01	1.639%	485,000	94,143	46,912.50	45,608.25	-	-	-	92,520.75
SEWER SO MAIN ST. (Betterment)	ART 41, 1999	12/22/11	1.780%	1,495,000	323,676	154,312.50	149,781.25	141,575.00	-	-	445,668.75
SEWER ROGERS BROOK (Betterment)	ART 42, 1999	12/22/11	1.834%	1,798,550	404,632	212,775.00	201,581.25	197,193.75	-	-	611,560.00
SEWER SO MAIN ST. (Betterment)	ART 41, 1999	12/19/12	1.706%	936,650	269,857	107,714.00	103,914.00	95,214.00	87,057.00	-	393,899.00
SEWER SO MAIN ST. (Betterment)	ART 2A, 2004	10/15/06	3.929%	1,000,000	411,325	60,912.50	58,975.00	57,000.00	55,000.00	53,000.00	335,887.50
SEWER SO MAIN ST. (Betterment)	ART 41, 1999	10/15/06	3.939%	4,002,000	1,651,173	243,650.00	235,900.00	228,000.00	220,000.00	212,000.00	1,343,550.00
SEWER SO MAIN ST. (Betterment)	ART 35, 2004	12/1/07	3.923%	1,225,000	496,950	75,825.00	73,425.00	71,025.00	68,625.00	66,225.00	480,037.50
SEWER SO MAIN ST. (Betterment)	ART 41, 1999	12/1/07	3.919%	4,458,000	1,813,657	282,099.98	258,399.98	259,799.98	255,899.98	249,799.98	1,734,356.13
SEWER SO MAIN ST. (Betterment)	ART 2A, 2004	12/1/07	3.926%	500,000							



# FINANCIAL DATA

TOWN OF ANDOVER, MASSACHUSETTS											
DETAIL DEBT SCHEDULE BY FISCAL YEAR											
As of July 1, 2021											
PRINCIPAL & INTEREST											
ISSUE	ARTICLE	LOAN DATE	RATE	TOTAL LOAN	AMOUNT	2022	2023	2024	2025	2026	TOTAL ALL YEARS
GENERAL FUND NON-EXEMPT											
SCHOOL DEBT											
SCHOOL RENOVATIONS	ART 11, 2005	12/19/12	1.829%	480,000		56,200.00	51,300.00	49,500.00	47,700.00	45,900.00	252,600.00
WEST EL - ASBESTOS	ART 12, 2002	10/15/06	3.922%	200,000	74,865	11,782.50	11,395.00	11,000.00	10,600.00	10,200.00	54,977.50
SCHOOL HVAC	ART 46, 2006	12/1/07	3.802%	200,000	81,915	14,840.00	14,280.00	-	-	-	29,120.00
WEST EL - ASBESTOS	ART 12, 2002	12/1/07	3.687%	100,000	25,531	5,300.00	5,100.00	-	-	-	10,400.00
SCHOOL RENOVATIONS	ART 17, 2006	12/1/07	3.714%	250,000	71,194	15,900.00	15,300.00	-	-	-	31,200.00
SCHOOL RENOVATIONS	ART 11, 2005	12/1/07	3.712%	500,000	147,050	31,800.00	30,600.00	-	-	-	62,400.00
SCHOOL RENOVATIONS	ART 17, 2006	3/15/09	3.902%	865,000	345,606	51,389.22	49,500.00	47,857.50	45,810.00	43,762.50	319,809.22
SCHOOL ROOF	ART 17, 2007	3/15/09	3.901%	1,480,000	590,325	91,219.83	88,020.00	84,725.00	81,225.00	77,725.00	547,877.33
SCHOOL RENOVATIONS	ART 28, 2007	3/15/09	3.887%	465,000	192,813	28,452.17	27,437.50	26,440.00	25,440.00	24,440.00	187,399.67
SCHOOL ROOF	ART 15, 2007	2/15/10	3.242%	1,500,000	574,400	103,200.00	100,000.00	98,800.00	93,800.00	85,500.00	717,600.00
SCHOOL REMODELING	ART 28, 2007	2/15/10	3.236%	300,000	110,919	19,500.00	18,900.00	18,300.00	17,700.00	17,100.00	139,200.00
SCHOOL REPAIRS	ART 27, 2008	2/15/10	3.227%	1,000,000	378,150	66,000.00	63,000.00	61,000.00	59,000.00	57,000.00	464,000.00
SCHOOL REMODELING	ART 28, 2007	2/24/11	3.567%	300,000	112,881	20,475.00	19,875.00	19,275.00	18,675.00	18,075.00	162,656.26
SCHOOL REPAIRS	ART 27, 2008	2/24/11	3.556%	810,000	308,553	54,600.00	53,000.00	51,400.00	49,800.00	48,200.00	433,750.00
SCHOOL REPAIRS	ART 56, 2009	2/24/11	3.583%	850,000	331,825	61,206.26	59,406.26	57,606.26	55,806.26	54,006.26	481,000.08
SCHOOL RENOVATIONS	ART 41, 2010	2/24/11	3.583%	2,000,000	834,003	140,875.00	136,875.00	132,875.00	128,875.00	124,875.00	1,228,125.00
SCHOOL REMODELING	ART 16, 2011	12/22/11	2.540%	925,000	276,258	58,387.50	56,981.25	55,568.75	54,900.00	53,746.88	575,100.05
WEST MIDDLE SCHOOL	ART 17, 2011	12/22/11	2.508%	655,000	192,742	44,137.50	43,043.75	37,312.50	36,600.00	35,831.25	393,688.75
SCHOOL ROOF REPAIRS	ART 41, 2010	12/22/11	2.531%	525,000	154,369	32,437.50	31,656.25	31,093.75	30,500.00	29,859.38	319,500.05
VETERANS WAR MEMORIAL AUDITORIUM	ART 58, 2009	2/24/11	3.537%	650,000	260,108	42,262.50	41,062.50	39,862.50	38,662.50	37,462.50	368,437.50
SCHOOL BUILDING RENOVATIONS	ART 25, 2012	12/19/12	2.177%	1,000,000	268,714	52,550.00	79,950.00	77,350.00	74,750.00	72,150.00	523,250.00
WEST MIDDLE SCHOOL REPAIRS	ART 38, 2012	12/19/12	2.432%	530,000	174,314	35,187.50	34,187.50	33,187.50	32,187.50	31,187.50	360,531.26
BANCROFT SCHOOL	ART 1, 2013	3/6/14	3.061%	927,000		67,556.26	65,306.26	63,056.26	60,806.26	58,556.26	733,162.58
SCHOOL REPAIRS	ART 36, 2013	3/6/14	3.078%	900,000		67,556.26	65,306.26	63,056.26	60,806.26	58,556.26	733,162.58
SCHOOL SITE IMP (DOHERTY)	ART 18, 2013	3/6/14	3.078%	2,400,000		180,150.00	174,150.00	168,150.00	162,150.00	156,150.00	1,955,100.00
WEST MIDDLE HVAC	ART 38, 2013	3/6/14	2.641%	1,250,000		111,450.00	107,200.00	102,950.00	93,700.00	89,700.00	759,700.00
SCHOOL BLDG MAINT & RENOVATION	ART 52, 2014	6/19/15	2.469%	1,500,000		131,000.00	127,000.00	123,000.00	119,000.00	115,000.00	1,045,000.00
BANCROFT SCHOOL	ART 1, 2013	6/19/15	2.770%	285,000		21,600.00	21,000.00	20,400.00	19,800.00	19,200.00	239,662.50
SCHOOL BLDG MAINT & RENOVATION	ART 39, 2015	12/15/16	2.187%	432,500		53,075.00	51,725.00	50,375.00	49,000.00	42,300.00	279,625.00
LOVELY FIELD TURF REPLACEMENT	ART 30, 2016	12/15/16	2.195%	475,000		58,850.00	52,425.00	51,075.00	49,500.00	47,700.00	305,450.00
SCHOOL BLDG MAINT & RENOVATION	ART 34, 2016	12/15/16	2.195%	475,000		58,850.00	52,425.00	51,075.00	49,500.00	47,700.00	305,450.00
COLLINS CENTER FACADE	ART 29, 2016	12/15/17	2.830%	1,700,000		134,950.00	131,975.00	127,725.00	123,475.00	119,225.00	1,820,200.00
HIGH PLAINWOODHILL AC UPGRADE	ART 45, 2017	12/15/17	2.200%	449,100		57,900.00	56,325.00	54,075.00	51,825.00	49,575.00	357,625.00
MAJOR SCHOOL PROJECTS	ART 47, 2017	12/15/17	2.200%	360,000		45,150.00	43,925.00	42,175.00	40,425.00	38,675.00	282,800.00
COLLINS CENTER FACADE	ART 29, 2016	11/15/18	3.480%	300,000		26,775.00	26,025.00	25,275.00	24,525.00	23,775.00	373,275.00
HIGH PLAINWOODHILL AC UPGRADE	ART 45, 2017	11/15/18	2.710%	275,000		40,000.00	38,500.00	37,000.00	35,625.00	29,375.00	256,125.00
MAJOR SCHOOL PROJECTS	ART 47, 2017	11/15/18	2.720%	370,000		53,500.00	51,500.00	44,625.00	42,875.00	41,125.00	346,500.00
MAJOR SCHOOL PROJECTS	ART 36, 2018	11/15/18	3.170%	722,000		77,950.00	75,450.00	72,950.00	70,450.00	67,950.00	796,450.00
SCHOOL IMPROVEMENTS - SANBORN ELEMENTARY	ART 39, 2015	12/18/19	2.320%	319,000		47,825.00	46,075.00	39,450.00	37,950.00	36,450.00	338,700.00
MAJOR SCHOOL PROJECTS	ART 28, 2019	12/17/20	1.499%	600,000		72,898.87	61,000.00	59,000.00	57,000.00	55,000.00	761,098.87
TOTAL SCHOOL	017102-5741					2,375,706.87	2,276,182.53	2,126,786.28	2,040,043.78	1,962,833.79	19,331,657.00

# FINANCIAL DATA

TOWN OF ANDOVER, MASSACHUSETTS DETAIL DEBT SCHEDULE BY FISCAL YEAR As of July 1, 2021 PRINCIPAL & INTEREST											
ISSUE	ARTICLE	LOAN DATE	RATE	TOTAL LOAN	AMOUNT	2022	2023	2024	2025	2026	TOTAL ALL YEARS
STREET											
BRIDGE CONSTRUCTION	ART 54, 2005	10/15/06	3.900%	250,000	86,865	11,782.50	11,395.00	11,000.00	10,600.00	10,200.00	54,977.50
STORM DRAINS	ART 50, 2008	3/15/09	3.956%	100,000	42,556	5,886.56	5,682.50	5,487.50	5,282.50	5,037.50	40,851.56
BRIDGE CONSTRUCTION	ART 52, 2007	2/24/11	3.757%	100,000	376,477	6,825.00	6,625.00	6,425.00	6,225.00	6,025.00	54,218.76
BRIDGE CONSTRUCTION	ART 32, 2008	2/24/11	3.757%	400,000	154,581	27,518.76	26,718.76	25,918.76	25,118.76	24,318.76	224,062.80
BRIDGE REPAIR	ART 24, 2011	12/22/11	2.552%	100,000	30,472	6,487.50	6,331.25	6,218.75	6,100.00	5,971.88	63,900.05
PARKING LOT	ART 25, 2011	12/22/11	2.072%	85,000	16,984	5,718.76	5,662.51	5,450.01	5,331.26	5,203.13	32,334.42
DRAINAGE	ART 33, 2011	12/22/11	2.552%	200,000	60,944	12,975.00	12,662.50	12,437.50	12,200.00	11,943.75	127,800.00
SURFACE DRAIN CONSTRUCTION	ART 50, 2008	2/24/11	3.591%	280,000	109,478	20,287.50	19,687.50	19,087.50	18,487.50	17,887.50	157,012.50
BRIDGE REPAIR	ART 32, 2008	12/19/12	2.458%	200,000	69,514	14,075.00	13,675.00	13,275.00	12,875.00	12,475.00	144,212.50
STORM DRAINAGE	ART 33, 2011	12/19/12	2.458%	100,000	34,257	7,037.50	6,837.50	6,637.50	6,437.50	6,237.50	72,106.26
HIGH PLAINFISHBROOK	ART 42, 2012	12/19/12	2.272%	1,100,000	332,112	86,187.50	86,987.50	87,787.50	88,587.50	89,387.50	832,651.26
MINOR STORM DRAIN REPAIRS	ART 44, 2015	12/15/16	2.178%	285,400	34,778.50	34,398.00	33,998.00	33,498.00	32,998.00	32,498.00	182,740.50
SIDEWALK CONSTRUCTION - RIVER ST	ART 62, 2015	12/15/16	1.781%	197,100	37,656.50						37,656.50
EMMORE STREET RECONSTRUCTION	ART 29, 2017	11/15/18	2.730%	300,000	41,250.00	38,750.00	38,750.00	38,750.00	38,750.00	38,750.00	288,000.00
MINOR STORM DRAIN REPAIRS	ART 48, 2018	12/17/20	1.500%	100,000	16,523.33	14,050.00	13,550.00	13,050.00	12,550.00		125,073.33
TOTAL STREET	017102-5744					338,569.91	290,351.02	276,391.02	267,451.02	248,423.52	2,237,477.74
MUNICIPAL FACILITIES											
TOWN HVAC	ART 46, 2006	12/1/07	3.689%	250,000	75,073	16,960.00	16,320.00	-	-	-	33,280.00
TOWN BUILDING RENOVATION	ART 27, 2007	3/15/09	3.806%	255,000	93,156	16,819.67	10,975.00	10,545.00	10,212.50	9,777.50	76,189.67
TOWN BUILDING RENOVATION	ART 28, 2007	3/15/09	3.927%	290,000	119,138	17,480.50	16,847.50	16,192.50	15,537.50	14,882.50	111,948.00
PUBLIC SAFETY (NON EXEMPT PORTION)	ART 10, 2002	3/15/09	3.929%	75,000	30,901	4,423.33	4,180.00	4,020.00	3,867.50	3,792.50	29,108.33
TOWN BUILDINGS	ART 27, 2007	2/15/10	3.230%	450,000	148,238	26,000.00	25,200.00	24,400.00	23,600.00	22,800.00	185,600.00
TOWN BUILDING REMODELING	ART 55, 2009	2/24/11	3.580%	650,000	250,061	47,150.00	46,750.00	44,350.00	42,950.00	41,550.00	359,512.50
TOWN BUILDING REPAIRS	ART 42, 2012	12/22/11	2.338%	163,000	41,787	11,812.50	11,500.00	11,275.00	11,050.00	10,825.00	78,450.26
TOWN BUILDING REPAIRS	ART 34, 2011	12/22/11	2.552%	500,000	152,361	32,437.50	31,656.25	31,093.75	30,500.00	29,859.38	319,500.05
TOWN BUILDING REPAIRS	ART 27, 2007	12/22/11	2.552%	100,000	30,472	6,487.50	6,331.25	6,218.75	6,100.00	5,971.88	63,900.05
BLANCHARD BALLFIELDS	ART 57, 2009	12/22/11	2.658%	325,000	68,857	22,875.00	22,250.00	21,800.00	21,325.00	20,812.50	129,337.50
BLANCHARD ST BALLFIELDS	ART 57, 2009	2/24/11	2.947%	100,000	23,015	5,800.00	5,600.00	5,400.00	5,200.00	-	22,000.00
TOWN BUILDING RENOVATIONS	ART 23, 2007	12/19/12	2.075%	200,000	53,235	18,100.00	17,500.00	11,900.00	11,500.00	11,100.00	91,100.00
PLAYGROUND REPLACEMENTS	ART 23, 2012	12/19/12	2.035%	200,000	53,242	18,200.00	17,600.00	17,000.00	16,400.00	10,800.00	90,400.00
TOWN BUILDING REMODELING	ART 24, 2012	12/19/12	2.161%	400,000	111,905	31,750.00	30,750.00	29,750.00	28,750.00	27,750.00	201,250.00
BALMORAL FENCE/MASSONRY	ART 28, 2012	12/19/12	1.989%	125,000	31,384	11,750.00	11,350.00	5,850.00	5,750.00	5,550.00	50,850.00
FIRE COMMUNICATIONS	ART 31, 2012	12/19/12	1.439%	200,000	31,707	20,800.00	-	-	-	-	20,800.00
TECHNOLOGY HARDWARE	ART 22, 2012	12/19/12	1.458%	1,600,000	265,783	182,000.00	-	-	-	-	182,000.00
YOUTH CENTER	ART 3, 2011 STM	3/6/14	3.078%	2,000,000		150,125.00	145,125.00	140,125.00	135,125.00	130,125.00	1,629,250.00
TOWN BUILDING RENOVATIONS	ART 28, 2013	3/6/14	2.657%	300,000		26,425.00	26,425.00	24,425.00	23,425.00	22,425.00	185,800.00
TOWN & SCHOOL ENERGY INITIATIVES	ART 39, 2014	6/19/15	2.005%	236,000		26,400.00	22,400.00	21,600.00	20,800.00	-	93,200.00
TOWN BLDGS & FACILITY MAINTENANCE	ART 43, 2014	6/19/15	2.032%	467,000		52,200.00	50,400.00	48,600.00	46,800.00	-	198,000.00
PLAYGROUND REPLC & HANDICAP ACCESS	ART 41, 2014	6/19/15	2.043%	150,000		17,400.00	16,600.00	16,200.00	15,800.00	-	66,000.00
SAFETY & SECURITY UPGRADES	ART 38, 2015	12/15/16	2.188%	387,600		47,304.00	46,104.00	44,904.00	43,504.00	37,004.00	252,072.00
TOWN BUILDING REMODELING	ART 46, 2015	12/15/16	2.644%	1,153,400		105,228.00	104,450.00	97,125.00	94,500.00	91,500.00	587,428.00
PUBLIC WORKS VEHICLES	ART 26, 2016	12/15/16	1.780%	343,200		64,148.00	-	-	-	-	64,148.00
TOWN BLDG & FACILITY MAINTENANCE	ART 28, 2016	12/15/16	2.182%	333,000		41,145.00	40,095.00	39,045.00	38,920.00	31,720.00	213,485.00
TOWN BUILDING FACILITY & MAINTENANCE	ART 28, 2016	12/15/17	2.190%	315,250		38,550.00	37,500.00	36,000.00	34,500.00	33,000.00	236,425.00
MEMORIAL PLAYSTEAD PLAYGROUND	ART 57, 2016	12/15/17	2.190%	108,850		12,750.00	12,400.00	11,900.00	11,400.00	10,900.00	74,825.00
MUNICIPAL SERVICES FACILITY	ART 33, 2017	12/15/17	3.210%	8,868,000		478,500.00	474,725.00	474,725.00	474,225.00	473,225.00	12,805,792.00
MAJOR TOWN PROJECTS	ART 43, 2017	12/15/17	2.190%	288,300		36,050.00	37,000.00	35,500.00	34,000.00	27,625.00	223,925.00
TOWN & SCHOOL ENERGY PROJECTS	ART 44, 2017	12/15/17	2.190%	270,800		32,250.00	31,375.00	30,125.00	28,875.00	27,625.00	202,000.00
SAFETY & COMMUNICATIONS UPGRADE PHASE II	ART 46, 2017	11/15/18	2.610%	300,000		45,625.00	43,875.00	42,125.00	40,375.00	33,750.00	268,750.00
MUNICIPAL SERVICES FACILITY I	ART 33, 2017	11/15/18	3.880%	5,000,000		299,375.00	299,500.00	299,375.00	299,000.00	298,375.00	8,096,475.00
MUNICIPAL SERVICES FACILITY II	ART 33, 2017	11/15/18	3.870%	3,000,000		177,425.00	174,675.00	176,800.00	178,875.00	175,425.00	4,936,650.00
TOWN BUILDING PROJECTS	ART 34, 2018	11/15/18	3.180%	775,000		84,875.00	82,125.00	79,375.00	71,750.00	69,250.00	855,375.00
TOWN & SCHOOL ENERGY EFFICIENCY	ART 35, 2018	11/15/18	2.700%	173,000		26,000.00	25,000.00	19,125.00	18,375.00	17,625.00	154,500.00
PUBLIC WORKS FREIGHTLINER	ART 41, 2017	11/15/18	3.370%	228,675		22,575.00	22,625.00	22,075.00	21,325.00	20,575.00	259,975.00
PUBLIC WORKS SIDEWALK FLOW & DUMP TRUCK	ART 41, 2017	11/15/18	2.550%	78,425		12,500.00	12,000.00	11,500.00	11,000.00	5,625.00	63,125.00
PUBLIC WORKS VEHICLES	ART 41, 2017	11/15/18	2.690%	145,000		20,375.00	19,625.00	18,875.00	18,125.00	17,375.00	137,125.00
MUNICIPAL SERVICES FACILITY	ART 33, 2017	12/18/19	3.320%	500,000		25,900.00	25,400.00	24,900.00	24,400.00	23,775.00	730,488.76
TOWN & SCHOOL ENERGY INITIATIVES	ART 44, 2017	12/18/19	3.230%	120,000		19,775.00	19,025.00	18,275.00	12,650.00	12,150.00	125,525.00
PUBLIC WORKS VEHICLES	ART 32, 2018	12/18/19	3.230%	420,000		62,225.00	59,975.00	57,725.00	50,600.00	48,600.00	453,725.00
BALLADVALE FIRE STATION LAND ACQUISITION/CONST	ART 1, 2019 STM	12/18/19	3.230%	2,000,000		103,275.00	101,275.00	104,150.00	101,900.00	104,525.00	2,957,518.76
SENIOR CENTER RENOVATION AT PUNCHARD	ART 24, 2019	12/18/19	3.230%	1,000,000		51,656.26	50,656.26	49,656.26	53,531.26	52,281.26	1,476,084.53
TOWN & SCHOOL ENERGY INITIATIVES	ART 37, 2019	12/18/19	3.230%	200,000		28,300.00	27,300.00	26,300.00	25,300.00	24,300.00	218,800.00
BALLADVALE FIRE STATION LAND ACQUISITION/CONST	ART 1, 2019 STM	12/17/20	1.499%	1,247,000		80,295.14	56,212.50	61,837.50	60,337.50	58,837.50	1,735,107.85
BALLADVALE FIRE STATION LAND ACQUISITION/CONST	ART 1, 2019 STM	12/17/20	1.499%	2,753,000		128,478.82	127,631.26	129,756.26	128,678.26	128,631.26	3,861,475.95
SENIOR CENTER RENOVATION AT PUNCHARD	ART 24, 2019	12/17/20	1.499%	680,000		31,333.33	33,125.00	32,375.00	31,625.00	30,875.00	945,808.33
SENIOR CENTER RENOVATION AT PUNCHARD	ART 24, 2019	12/17/20	1.499%	320,000		17,425.07	13,618.76	13,268.76	13,018.76	17,643.76	450,334.71
MAJOR TOWN BUILDING PROJECTS	ART 38, 2019	12/17/20	1.499%	61,600		16,926.22	13,150.00	12,650.00	12,150.00	11,650.00	99,326.22
TOWN & SCHOOL ENERGY INITIATIVES	ART 37, 2019	12/17/20	1.499%	210,000		36,627.22	33,225.00	27,100.00	26,100.00	25,100.00	260,852.22
PUBLIC WORKS VEHICLES	ART 22, 2020	12/17/20	1.499%	580,000		97,870.00	83,400.00	80,400.00	77,400.00	74,400.00	723,020.00
TOTAL MUNICIPAL FACILITIES						2,992,936.06	2,643,127.78	2,567,812.78	2,497,950.28	2,351,635.92	48,088,599.28
PUBLIC SAFETY											
FIRE TRUCK	ART 37, 2006	12/1/07	3.680%	440,000	120,813	30,600.00	-	-	-	-	30,600.00
FIRE APPARATUS REPLACEMENT AMBULANCE	ART 42, 2017	11/15/18	2.630%	270,000		38,750.00	36,250.00	36,750.00	35,250.00	33,750.00	246,750.00
FIRE LADDER TRUCK	ART 33, 2018	11/15/18	3.480%	1,100,000		96,175.00	96,425.00	92,875.00	89,925.00	87,175.00	1,368,675.00
FIRE APPARATUS REPLACEMENT	ART 35, 2019	12/18/19	3.230%	314,000		75,625.00	67,500.00	64,500.00	61,500.00	-	269,125.00
FIRE APPARATUS REPLACEMENT	ART 22, 2020	12/17/20	1.499%	700,000		88,613.89	74,500.00	72,000.00	69,500.00	67,000.00	884,838.89
TOTAL PUBLIC SAFETY	017102-5746					383,263.89	275,675.00	265,925.00	256,175.00	187,925.00	2,850,488.89
LAND ACQUISITION											
LAND ACQUISITION REFINANCE	ART 23, 2002	12/19/12	1.698%	469,400	50,000	51,240.00	49,440.00	47,8			